

Foundation

NEWS & COMMENTARY

Get an Insider's Perspective on Grantmaking and a Free Bonus Too!

DEAR COLLEAGUE:

Foundation News & Commentary is the only magazine that reports exclusively on the grantmaking community, providing thoughtful analysis and commentary that you won't find anywhere else. Our pages include an open exchange of opinions and case studies from philanthropists of all ideologies in order to provide you with the most complete picture. We give you information you need to do your job better!

Because much of *Foundation News & Commentary* is written by other nonprofit leaders, you get an invaluable insider's view of grantmaking in each issue. Where else, for example, could you read how foundations approach the proposal process? And, be privy to an examination of what foundations look for on site visits?

"Best source for pure foundation information. I've read it as a grantmaker and a grantseeker and always find it useful and informative." DEBRA PLANT, FUNDRAISING CONSULTANT

YES, I want to take a look!

Respond by November 1, to get your
FREE BONUS

Please send me six bimonthly issues of *Foundation News & Commentary* and my **FREE MOUSE PAD**.

Save with a two-year subscription.

Please check one: ☐ Two years, \$88 ☐ One year, \$48 ☐ One year, Foreign \$98

Payment Method:

☐ Check enclosed, made payable to *Foundation News & Commentary* (see address below)

☐ Please bill my credit card: ☐ VISA ☐ MasterCard ☐ American Express

Card no: _____ Expiration date: _____

Signature _____

Name as it appears on card (please print): _____

Daytime phone no: () _____

☐ Please bill me

Mailing address:

(for payment by check or credit card)

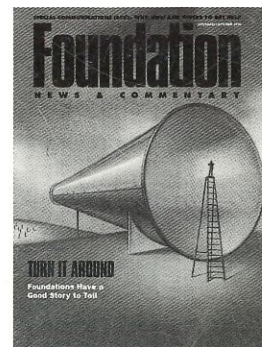
Foundation News & Commentary

1828 L Street, NW

Washington, DC 20036

**For fastest service,
call us toll-free at
800-771-8187.**

T13961
DAYTON R SIBLEY
ELGIN POLICE DEPT
PO BOX 128
ELGIN OR 97827-0128



In six handsome bimonthly issues, you'll....

Gain personal insight about how foundations operate. Learn what might make them give to you.

Stay abreast of critical issues and emerging trends. See how those trends can affect the grant money you now receive or are seeking.

Put the latest research to work for you. Our exclusive research reports, including data from the *Foundation Salary Report*, *Foundation Management Survey* and other just-released statistics on giving trends and social issues

When you are putting together a fundraising strategy, it's exactly this kind of information that helps you hit your target.

Learn from your peers. Benefit from expert advice. Find out how foundations award a grant.

"Fundraisers need to be conversant with the range of giving options confronting their donors. Foundation News & Commentary can be an important way of getting prepared." DEAN SCHOOLER,
PRESIDENT, THE SCHOOLER FAMILY FOUNDATION

If you want to keep pace with the rest of your profession, *Foundation News & Commentary* is required reading. Our concise reporting keeps you up-to-date on the issues in philanthropy.

If we receive your subscription request by November 1, you'll also receive **FREE—***Foundation News & Commentary's* own **"Grantseeker's Guide to the Web" mouse pad.** This convenient and useful tool allows you to have all the important philanthropy web sites literally at your fingertips. This is a limited-time offer, so act today!

I urge you to join the thousands of nonprofit and foundation professionals who continue to benefit from reading *Foundation News & Commentary* by subscribing now. Don't miss out.

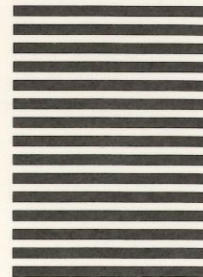
Simply tear off and send in the order form on the front of this issue and we will begin your subscription immediately.

I look forward to having you with us.

Sincerely,
Jody Curtis
Executive Editor



No Postage
Necessary
If Mailed
in the
United States



Business Reply Mail

First Class Permit No. 18439 Washington, DC

Postage will be paid by addressee

Foundation News & Commentary
c/o Council on Foundations

PO Box 96043

Washington, DC 20077-6013



SPECIAL COMMUNICATIONS ISSUE: WHY, HOW AND WHERE TO GET HELP

SEPTEMBER/OCTOBER 1996

Foundation

NEWS & COMMENTARY

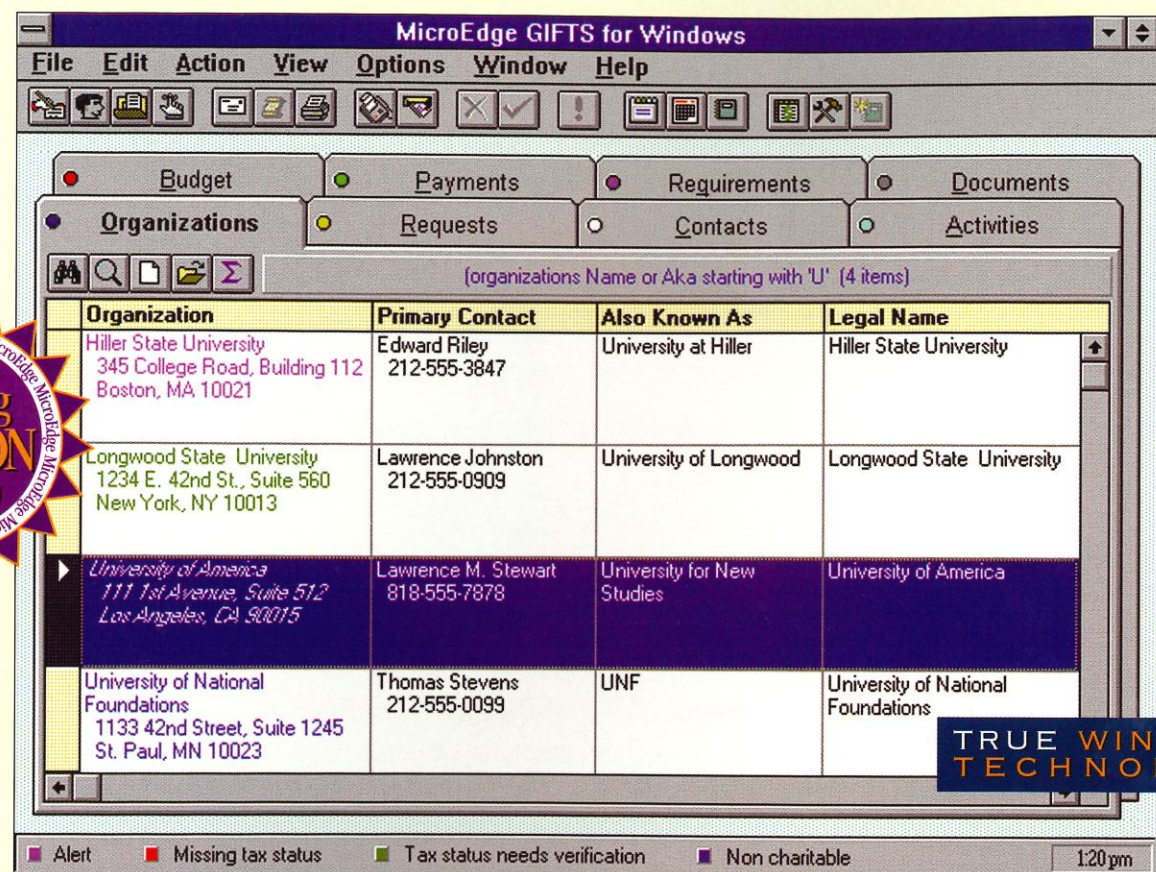


TURN IT AROUND

**Foundations Have a
Good Story to Tell**

GRANTMAKERS, NOW YOU CAN HAVE ALL THE KEY FACTS AT YOUR FINGERTIPS.

GIFTS for WINDOWS™



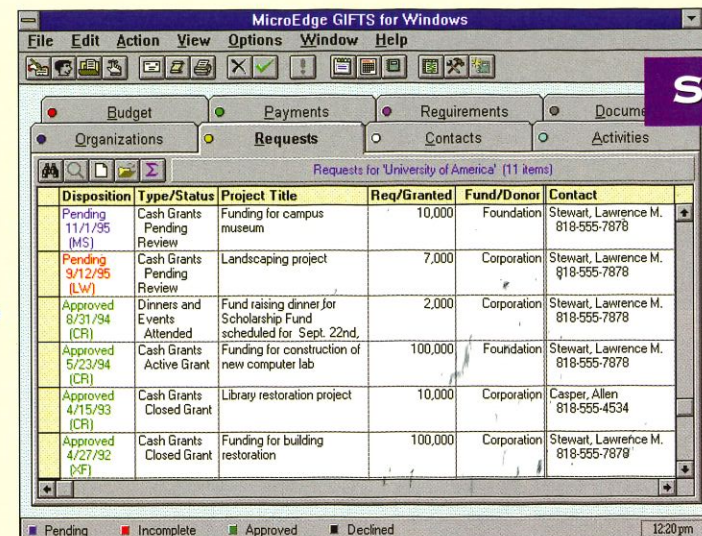
**WHO, WHAT, WHEN, WHERE.
ORGANIZED, LINKED, ACCESSIBLE. INSTANTLY!**

MicroEdge

Technology Serving Philanthropy

Over 700 giving programs automated since 1985

MicroEdge GIFTS for Windows™ is a trademark of MicroEdge, Inc. All other trademarks are the property of their respective owners. ©1996 MicroEdge, Inc. All Rights Reserved.

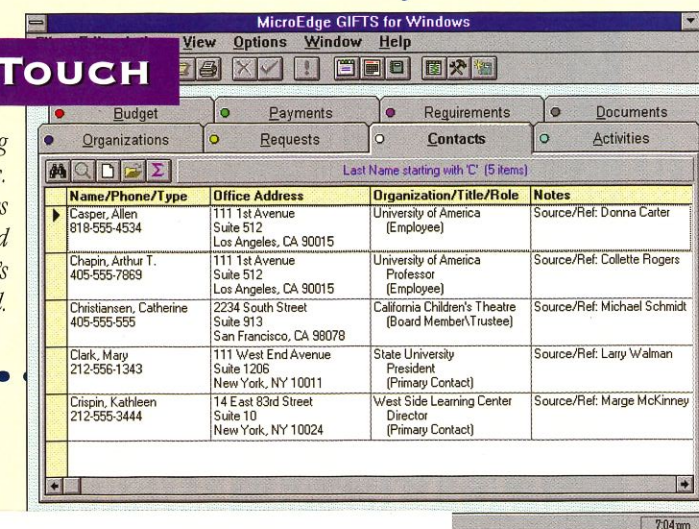


STAY INFORMED

All your giving programs' data is immediately accessible via the GIFTS for Windows Organizer. It uses the true Windows "file folder" format to organize and link each program's key details. Contacts, organizations, requests, payments and more can be retrieved quickly and reviewed easily.

STAY IN TOUCH

The Contact Manager is ideal for handling all relationships, including mailing lists. And because of GIFTS for Windows seamless integration with standard Windows word processing, E-mail and fax programs, it's easy to keep everyone informed.



GIFTS for WINDOWS™

THE ULTIMATE GRANT MANAGEMENT SOFTWARE

YES!

- ☐ PLEASE SEND ME MORE INFORMATION ON THE ONLY TRUE WINDOWS GRANT MANAGEMENT SOFTWARE.
- ☐ PLEASE INCLUDE A FREE DEMO DISK.
- ☐ PLEASE HAVE A REPRESENTATIVE CALL ME.

My Organization is a

- ☐ Private Foundation ☐ Corporation
☐ Other

Staff size: _____ Grants per year: _____

Currently our giving program is

- ☐ Manual
☐ Automated (please specify) _____

I hope to acquire and begin implementing a new system by _____

For information call 1-800-899-0890

NAME _____
TITLE _____
ORGANIZATION _____
ADDRESS _____
CITY _____ ST _____ ZIP _____
PHONE _____
FAX _____

MicroEdge
Technology Serving Philanthropy

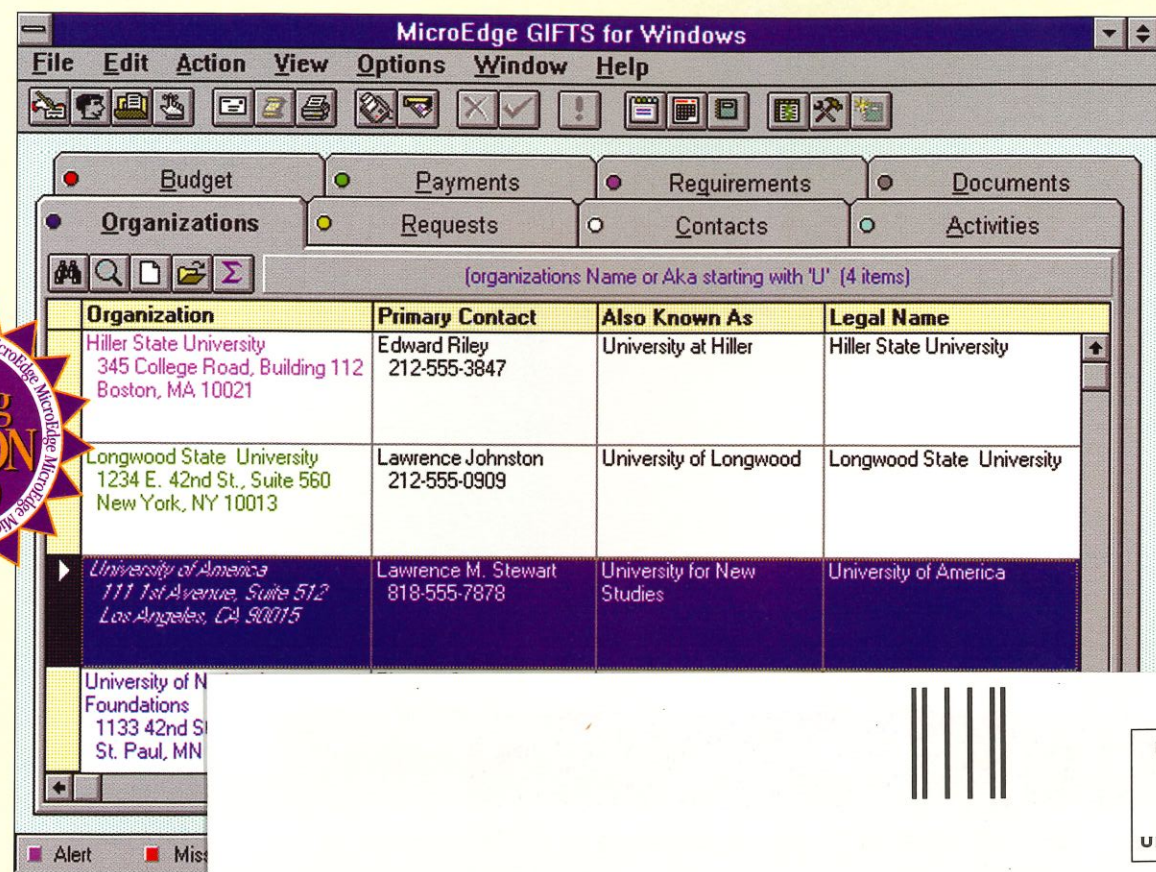
J/A

lendar automatically
ams' activities -
isits, meetings, even
entire organization

Microsoft
SOLUTION PROVIDER

ANIZATION.
LETTE.

GIFTS *for* WINDOWS™



W ORGANIZED

BUSINESS REPLY MAIL
FIRST CLASS MAIL PERMIT NO 2506 NY,NY

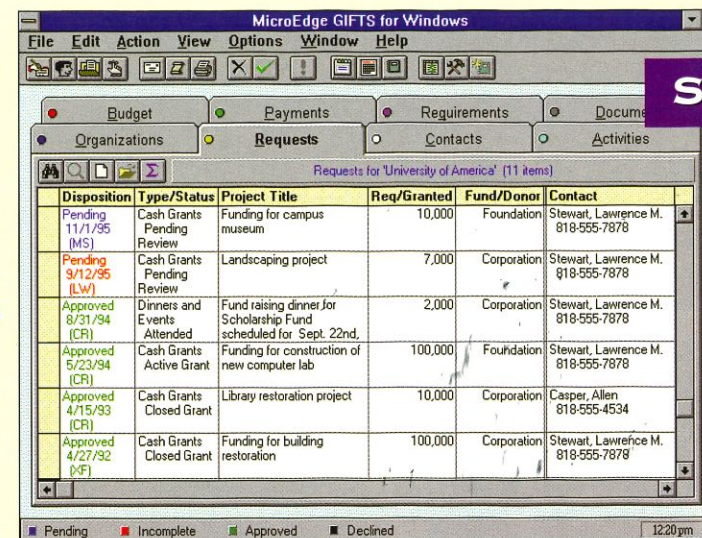
Postage will be paid by addressee

MicroEdge

Technology Serving Philanthropy

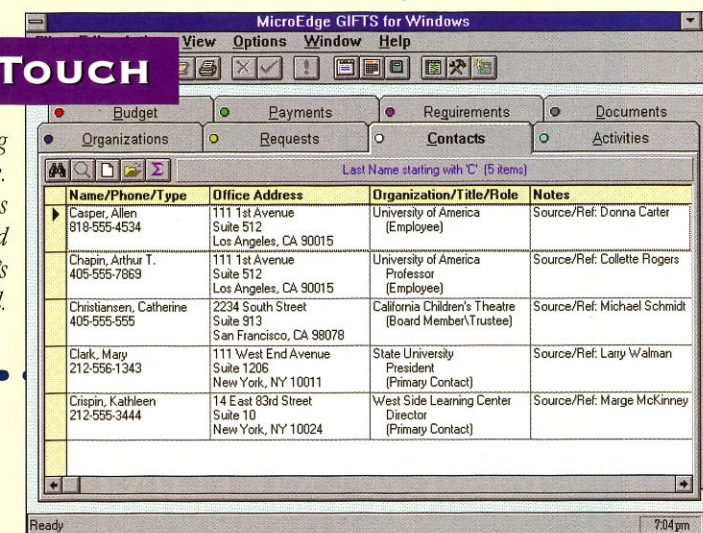
GIFTS FOR WINDOWS DIVISION
1114 FIRST AVENUE
NEW YORK, NY 10131-0586

MicroEdge GIFTS for Windows™ is



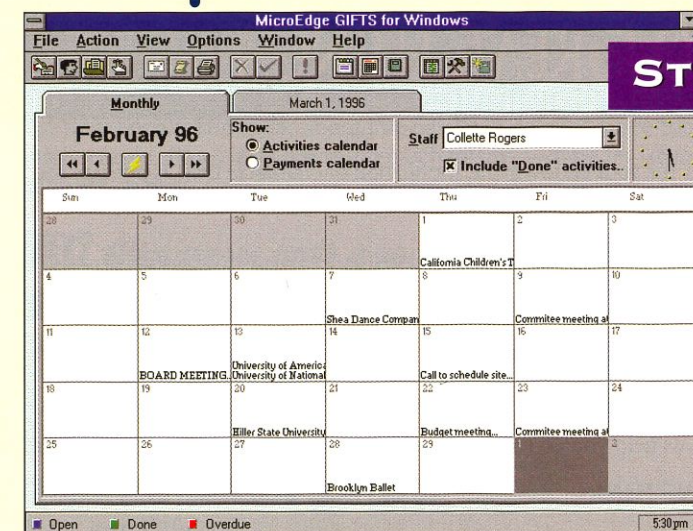
STAY INFORMED

All your giving programs' data is immediately accessible via the GIFTS for Windows Organizer. It uses the true Windows "file folder" format to organize and link each program's key details. Contacts, organizations, requests, payments and more can be retrieved quickly and reviewed easily.



STAY IN TOUCH

The Contact Manager is ideal for handling all relationships, including mailing lists. And because of GIFTS for Windows seamless integration with standard Windows word processing, E-mail and fax programs, it's easy to keep everyone informed.



STAY CURRENT

The GIFTS for Windows calendar automatically displays all of your programs' activities - payment schedules, site visits, meetings, even phone calls - to keep your entire organization up-to-date.

Microsoft®
SOLUTION PROVIDER

**FIND OUT MORE ABOUT HOW GIFTS FOR WINDOWS CAN HELP YOUR ORGANIZATION.
CALL 800-899-0890 AND ASK FOR OUR FREE DEMONSTRATION DISKETTE.**

http://www.microedge.com E-Mail: info@microedge.com



FOR OVER 20 YEARS,
WE'VE DEVELOPED IDEAS THAT
DO GREAT THINGS WITH YOUR MONEY.
SO YOUR MONEY
CAN DO GREAT THINGS.

Choosing the best service provider for your endowment, foundation or charitable trust is perhaps the most important decision you can make.

By choosing Wachovia, you'll benefit from a commitment of more than 20 years to charitable funds management, and from the productive new ideas we've developed for planned gift administration, taxes, investments, spending policies, income projections and asset allocation. Our specialists handle all the details, to save you money as well as time.

Call us at 1-800-462-7159, and let us help you do more with your money. So your money can do more.
WACHOVIA CHARITABLE FUNDS MANAGEMENT.

WACHOVIA

Foundation

NEWS & COMMENTARY

September/October 1996

Volume 37, Number 5

SPECIAL ISSUE ON FOUNDATION COMMUNICATIONS

WHY? *Because we ought to...*

COVER STORY

18 Do Tell

Dorothy S. Ridings

Accountability is important to foundations, and so is self-preservation. Here are several reasons why telling the story of private philanthropy is worth the effort.

21 No Excuses

Sunshine Janda Overkamp

Counter arguments to five common excuses for not communicating, plus a few encouraging words from full-time foundation communicators.

22 Touching All the Baselines

Marcia Sharp

The Council on Foundations commissioned a Gallup poll, hoping to find out what Americans thought about foundations. The good news is that foundations are considered influential and good forces in society. The bad news is that beyond that, nobody's really sure what foundations do.

WHY? *Because we have to...*

24 Open Your Door

Dennis P. McInay

Just how open foundations should be has been debated since foundations began. A retrospective shows how reporting mechanisms—some legislated, some voluntary—came into being.

WHY? *Because we have a good story to tell...*

29 Taken for Granted

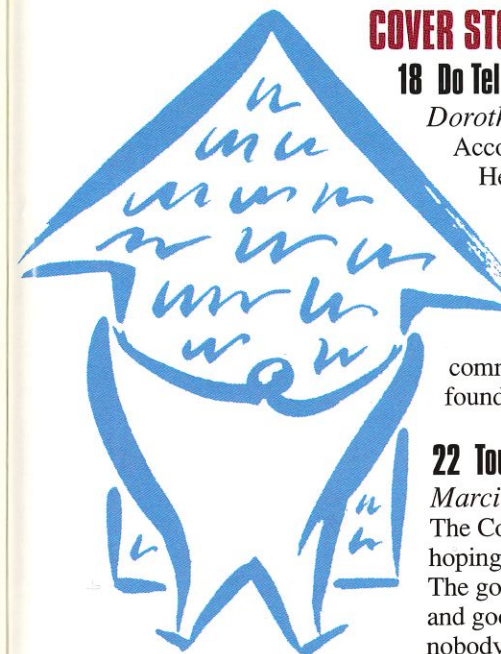
Jody Curtis

The price of being invisible is that what foundations do is unknown and undervalued. What if you woke up tomorrow and foundations no longer existed? Would they be missed?

32 What Have Foundations Done Lately?

Mary Ann Zehr

Did you know that foundations and corporate givers were behind recent developments such as: designated drivers, restoring Lady Liberty, world-class telescopes, hands-on science programs for school kids, cleaning up the Great Lakes, and keeping NPR going strong for 25 years?



DEPARTMENTS

6 At Issue

7 Letters

9 Of All Things

- Funds Flow to Burned Black Churches
- Logjam Broken
- Did You Know: the number of foundations publishing annual reports
- Devolution Watch
- Tech Talk About Lessons Learned
- Underrecognized Artists
- Reader Survey Results
- With a Twist
- Retro

16 Affinities

68 People

70 Resource Directory

73 Classified

Cover illustration by Bill Bruning

Why? How? Where? Icons by Peter Lui

Focus on
your mission.

Leave the money
management to us.

Fidelity
Charitable
Advisory
Services

SPECIAL FEE WAIVER

To encourage you to consider the benefits of Charitable Advisory Services, we'll waive our already competitive investment advisory fee for six months from the date of initial investment for all accounts established before September 30, 1996.



Fidelity Charitable Advisory Services is a service of Strategic Advisers, Inc., a registered investment adviser and a Fidelity Investments company. Fidelity Distributors Corporation. Non-discretionary brokerage services provided by Fidelity Brokerage Services, Inc. Member NYSE, SIPC.

* Account minimum \$100,000

11835.001

CHARITABLE SERVICES



Asset Management Solutions for Smaller Nonprofit Organizations

Rising operating expenses. Uncertain financial markets. Increasing competition for donor dollars. Along with trying to fulfill their missions, many smaller nonprofit organizations face the challenge of maximizing gifted assets while minimizing investment risks.

Fidelity Investments has been helping to meet the needs of the nation's leading nonprofit institutions for more than 20 years. Charitable Advisory Services now offers smaller nonprofits* the same opportunity to take advantage of our proven investment expertise for endowments, special funds and operating accounts. Now you can reduce your administrative costs, eliminate the burdens of portfolio management and get back to the mission at hand.

According to your objectives, our investment team identifies a portfolio of selected Fidelity mutual funds and provides ongoing discretionary management. A dedicated service team will consult with you on the unique issues that you face and keep you informed about your accounts.

Find out more about how Charitable Advisory Services can help you focus on what matters most — your organization's mission. Call us at 1-800-771-8235 to request a comprehensive brochure. It's time.

HOW? National media campaigns...

40 Lessons Learned About "Educating" the Public

John Thomas

As nonprofits are starting to say they want to educate the public about the field, Independent Sector offers some lessons learned about the process from its own ten-year-old-and-still-going national campaign called "Give Five."

HOW? Convincing local media...

42 Don't Skip This Beat

Todd Cohen

How to get news about foundations to cross the radar screens of reporters? In North Carolina, some progress has been made in making the case that philanthropy merits more media attention.

HOW? Everyone's a spokesperson...

46 Sound-bite-size Pieces

Ray Boyer

One foundation decided to train its staff to get used to conversing about what the foundation does—whether they're speaking to an audience from a podium, to a potential grantee on the phone, to a mother-in-law, or to a reporter. Practice is the key.

47 What Do You Do?

Compiled by Mary Ann Zehr

What foundation people say they say when asked what they do, and the reactions they typically receive.

HOW? Telling your story through the news media...

50 When the Press Comes Calling

Virginia Peckham

From firsthand experience, foundations describe what it was like being the subject of a news story, with mixed reactions. Here's the benefit of their hindsight.

SUBSCRIPTIONS: U.S., Canada, Virgin Islands, and Puerto Rico—1 year (6 issues), \$48; 2 years, \$88; board member rate—1 year, \$35. Foreign (air mail)—1 year, \$98; foreign board member rate—1 year, \$48. For single copy and bulk copy rates, call 202/466-6512.

SUBSCRIPTION QUESTIONS: Call customer service at 800/544-0155, or write *Foundation News & Commentary*, 1828 L Street, NW, Washington, DC 20090-6043. Members of the Council on Foundations should call Belinda Forrest at 202/466-6512.

CHANGE OF ADDRESS: Send old label and new address with zip code. Allow 4-6 weeks for change. Postmaster: Send address changes to *Foundation News & Commentary*, 1828 L Street, NW, Washington, DC 20090-6043.

EDITORIAL OFFICE: *Foundation News & Commentary* (ISSN 0015-8976) is published bimonthly by the Council on Foundations, Inc., 1828 L Street, NW, Washington, DC 20036, 202/466-6512. Advertisements and editorial content do not necessarily reflect the positions or policies of the Council on Foundations. Copyright 1996, all rights reserved. Reproduction in whole or part without permission is prohibited. Periodicals rate postage is paid at Washington, DC and additional mailing offices.

Foundation News & Commentary is printed on recycled paper.

HOW? Telling your story without the news media...

54 Unfiltered

Jonathan Higuera

Fifteen examples of ways to get information from a foundation directly to the audience intended to receive it—everything from billboards to e-mail.

58 Sow What You Know

Jane Beckwith

Dissemination is a particular kind of information sharing that makes sense for foundations. Its added value is in getting people to act on what you've discovered without making them go through the discovery process all over again.

61 A Well-Placed Pebble

Ronald Thorpe

A case study that illustrates the philosophy behind dissemination: getting folks inspired to look to foundations for expertise and ideas, not just cash.

HOW? Evaluating your communications efforts...

72 FROM THE FIELD: BACK TO THE FUTURE

Gayle Thorsen

It's hard to measure the effectiveness of a communications effort, but there are ways. Here's how the Minneapolis Foundation chose to do it.

WHERE?

63 The Short List

Compiled by Dominic Mendes

A roundup of the philanthropy trade press and how to reach them.

65 Who to Call When You Need Communications TA

Compiled by Allan R. Clyde

A list of organizations that exist to help foundations and grantees communicate.

Longfellow Reconsidered

I keep Henry Wadsworth Longfellow's "A Psalm of Life" on top of my desk at work. My ninety-something Yankee grandmother typed it up and sent it to me years ago; this was her way of saying "chin up" to whatever passing difficulty I had told her about. When I first read it, I thought: This! Poem! Is! So! Corny! with all its cheery exclamations, but something made me keep it and reread it for inspiration every now and then. It begins:

*Tell me not, in mournful numbers,
"Life is but an empty dream!"
For the soul is dead that slumbers
And things are not what they seem.*

*Life is real! Life is earnest!
And the grave is not its goal;
"Dust thou art, to dust returnest"
Was not spoken of the soul.*

*Not enjoyment, and not sorrow,
Is our destined end or way;
But to act, that each tomorrow
Finds us farther than today.*

Which brings us to foundations. The way I see foundations is that they exist "to act, that each tomorrow, finds us farther than today." Wouldn't you agree? For some reason, we have a hard time not just articulating this basic idea, but also going to the next level of showing that what foundations do is valuable and really does move society ahead.

That's why FN&C chose to devote this issue to the Why and How of showing and telling what foundations do. This job is made somewhat difficult by an audience that is increasingly full of busy folks with "what-have-you-done-for-me-lately" mentalities. It's also made difficult by other things:

1. *Attribution is tricky in a collaborative world.* Which of several grants from several funders over a span of years made the difference?

2. *There's often a long delay before impact is known.* Do you think the Scaife Foundation knew a year after it funded Dr. Jonas Salk's laboratory that his work there would lead to eradication of a dreaded disease? Is a crystal ball standard grantmaking equipment?

Consider the work of the Aaron Diamond Foundation. In 1991 it established an AIDS research center in New York City—it's one of the largest labs in the world focused on AIDS and HIV. Last year researchers there published findings about new drugs that are revolutionizing treatment for people with AIDS (the drugs, "protease inhibitors," received a lot of attention this summer). If protease inhibitors do the job, or if another cure for AIDS is found, will we be able to point back and say clearly that foundations cured AIDS, not government, not something else? (Personally, I would add a little Longfellow-like exuberance: "Without foundations, This! Cure! Would! Not! Be!")

3. *It's hard to prove what you've prevented.* Many programs—mentoring, sex education, dispute resolution and immunization come to mind—simply act in ways that try to keep our tomorrows from being worse than today.

4. *Foundations do a lousy job of documenting, over time, what they've funded and results of same.* Or, maybe they just don't feel like sharing with those who inquire. Either way, it's a problem: we need better tracking of, and better access to, our own histories.

All of those make the value of philanthropy very hard to see at a glance. And we're pretty much stuck with all but the last one. It comes down to this: Grants get good and bad results, all of which add to our collective prob-

lem-solving in a useful way. Foundations could and should do better at sharing them. Otherwise, how do we move forward?

Longfellow's poems were once so popular that he was called "the poet laureate of the common man." Today, his work has fallen from favor; it's now called derivative, sentimental, even kitsch. Most ridiculed are these lines from "Psalm":

*Lives of great men all remind us
We can make our lives sublime,
And, departing, leave behind us
Footprints on the sands of time.*

*Footprints that perhaps another,
Sailing o'er life's solemn main
A forlorn and shipwrecked brother,
Seeing, shall take heart again.*

There's an anecdote about Ralph Waldo Emerson, Longfellow's contemporary, at Longfellow's funeral. Emerson, elderly and suffering memory lapses, said, "I cannot recall the name of our friend, but he was a good man."

How sad when a work shines brightly for a while, and then simply turns to dust. (And right now I'm talking about foundations again.) How sad that what foundations contribute is underrated, misunderstood, and reduced to a vague feeling of "I don't know what it is, but I think it is something good." In closing "Psalm," Longfellow wrote:

*Let us then be up and doing,
With a heart for any fate,
Still achieving, still pursuing,
Learn to labor and to wait.*

Jody Curtis

P.S. My grandmother underscored that last line.

UPI/BETTMAN NEWSPHOTOS

Foundation NEWS & COMMENTARY

EXECUTIVE EDITOR
Jody Curtis

SENIOR EDITOR
Mary Ann Zehr

ASSISTANT EDITOR
Allan R. Clyde

EDITORIAL ASSISTANT
Marnee Beck

MAGAZINE INTERN
Dominic Mendes

CONTRIBUTING WRITERS
Jane Beckwith, Ray Boyer,
Todd Cohen, Jonathan Higuera,
Francine Krasowska, Dennis P. McInlay,
Virginia Peckham, Marcia Sharp,
John Thomas, Ronald Thorpe,
Gayle Thorsen

ART DIRECTION
Robin Hettelman

DESIGN AND PRODUCTION
Lisa Bogert

ADVERTISING/CIRCULATION
Leslie A. Howell
202/467-0469

E-MAIL ADDRESSES
Editorial: fnceditor@cof.org
Advertising: fncads@cof.org
Subscriptions: fncsubs@cof.org

HOME PAGE
<http://www.cof.org>


Published by the
Council on Foundations
1828 L Street, NW
Washington, DC 20036
202/466-6512

CHAIR
Skip Rhodes

PRESIDENT AND CEO
Dorothy S. Ridings

VICE PRESIDENT, MEMBERSHIP,
MARKETING AND COMMUNICATIONS
Sunshine Janda Overkamp

Foundation News & Commentary embodies and promotes the goals of the Council on Foundations, serving as a vehicle for information, ideas, analysis and commentary relevant to effective grantmaking. It seeks to enhance understanding of organized philanthropy by grantseekers, policymakers, opinion leaders and the society at large, but it is directed primarily toward the trustees and staff of donor organizations.

LETTERS

A Note from a Convert

I just have to tell you what a refreshing change I have seen in *Foundation News & Commentary*.

I guess I felt compelled to let you know how much your work is appreciated because I have been one of those who has dutifully filled out the questionnaires about the magazine and I have not been complimentary in the past. It's nice to see such great improvement, particularly because I value any source of information that helps me to be a better and more informed grantmaker.

Leslie A. Dorman, Executive Director,
Whitecap Foundation, Los Angeles, CA

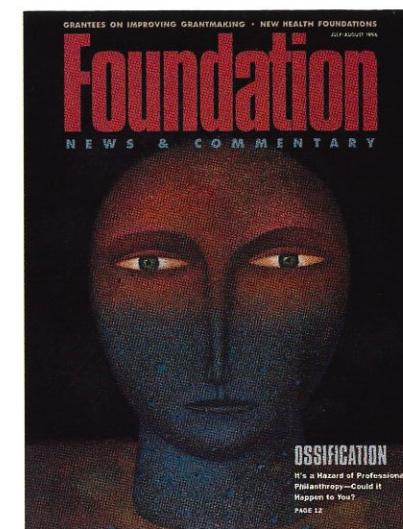
On the Contrary

I would like to correct an error in "From Giving Care to Giving Grants" (July/August). Referring to foundations created from the conversions of non-profit health care entities, your reporter writes, "Even consumer advocates at groups like Consumers Union and Families USA say they haven't looked into what the foundations are up to."

Not so. Families USA Foundation and Consumers Union (San Francisco) have jointly been working on policy and standards for the mission and governance of such foundations. These recommendations are based on the notion that the new health care philanthropies should be accountable to the communities in which they are located and broadly serve community needs.

We have shared our views with several philanthropies. With assistance from Families USA, Associated Grantmakers of Massachusetts, a regional association of grantmakers, has developed standards it now recommends for establishment of new philanthropies.

Katherine S. Villers, Director,
Families USA Foundation,
Boston Office



In our July/August issue we invited readers to let us know whether they think an increase in professionalism among foundation staff is influencing grantmaking, for better or worse. A sample of responses received:

In Praise of "Life Birds"

One of the nice things about longevity, as Yogi Berra might say, is that if you start early enough it can last a long time. Playing at the edge, taking a lot of risks and back roads to obvious goals, and really sticking your neck out will get you some great role models and mentors in this business and can keep your gene pool of new ideas overflowing.

For colleagues like Homer Wadsworth, Herb West, Ruth Chance, Merrimon Cuniniggim, Jane Lee Eddy, Paul Ylvisaker, Susan Berresford, John Simon, Dave Rogers, Kirke Wilson, and Jim Joseph, ossification was never a diagnosis nor was arrogance or self importance. All of them kept their edge, as did a whole lot more of the cherished "life birds" I've had the privilege of knowing.

Another thing about longevity is that it seems to fit well with smaller foundations with very local agendas. The professional becomes a foundation's greatest asset, often giving more in time and

LETTERS

technical assistance and community leadership than the sum effect of its grants. No small stimulus and intellectual anti-coagulant!

I carefully look back with satisfaction on my 33-year tenure at the Maurice Falk Medical Fund, and the sweep of history I've seen in health and social policy, race relations and the civil rights movement, philanthropy itself, in film and video, in our nearly 200 books and publications.

But, while it's tempting to let satisfaction overcome you, I try to view all of these events with an eye to new and future actions facing philanthropy and the nonprofit world and what I can contribute in the years ahead.

The best stories are those about the people, particularly the grantees who taught me; subjective things, information, ideas. But even more, ways of see-

ing differently, of thinking in new ways, of respecting different and sometimes disagreeable ways of doing business.

Philip B. Hallen, President,
Maurice Falk Medical Fund,
Pittsburgh, Pennsylvania

Insist on It

There is every reason to expect, if not insist, that philanthropic and charitable activities should be managed professionally. Foundations and grant receiving organizations have an obligation to their donors and to society to manage their resources effectively and efficiently. The danger we face is in forgetting our missions and distancing ourselves from the programs and people we ultimately seek to help. Don't hide behind systems, procedures and organizational structures. Go out and watch, listen and touch. Guarantee that professionalism is not

devoid of empathy, awareness and understanding.

Daniel J. Mansoor, President,
GoodWorks Foundation, Inc.,
New York City

Correction

We regret an error that appeared in the book review "A Philanthropist's Learning Curve" (July/August). The Ewing Marion Kauffman Foundation actually has \$1.3 billion in assets.

& Your Commentary?

Your ideas, comments and experiences are welcome here. Send them on paper to Letters, Foundation News & Commentary, 1828 L Street, NW, Washington, DC 20036; or in bytes to fnceditor@cof.org.

Philanthropy Journal

A nonprofit newspaper for the nonprofit community

OF NORTH CAROLINA

North Carolina Funders Summit '96

- Explore current issues and trends for philanthropy
- Network with other foundations and corporate grantmakers
- Meet with editors from leading publications

October 30, 1996
Greensboro, N.C.

Call (919) 899-3742
for information

- The 10th largest state is home to a large and vibrant nonprofit sector - 15,000 501(c)(3) nonprofits, including 865 foundations.
- North Carolina also is home to the *Philanthropy Journal*, a comprehensive resource for the nonprofit sector.

Each month, the *Journal* brings you news about foundations, corporate giving, volunteers, fundraising and nonprofits.

Visit our World Wide Web site at <http://philanthropy-journal.org>

For a sample copy or to start a subscription, call (919) 899-3742.



Of All Things

FUNDS FLOW TO BURNED BLACK CHURCHES

"This grant is more than a relief—it's a blessing," said Rev. Sherron Eugene Brown, pastor of Macedonia Missionary Baptist Church in Fruitvale, Tennessee. Macedonia was completely destroyed by fire January 13, 1995, and it received \$100,000 in the first round of grants made July 23 by the new Burned

Churches Fund. Macedonia, a 75-year-old, 200-member church had just built its new edifice four years before. The cause of Macedonia's fire, presumed to be arson, is still under investigation. There have been over 150 other cases of suspicious burning or desecration of mostly African-American churches in the south since 1990—more than 70 of those since January 1995.

While some critics complained phil-

anthropy had been slow to respond to this issue; in addition to the national Burned Churches Fund, several regional groups have raised money to help rebuild the churches. On the corporate front, General Mills Foundation and the Monsanto Fund have both established challenge grants for the churches. Here's what else is being done:

Nationally

Established in May by the National Council of Churches (NCC), the Burned Churches Fund in July awarded \$916,000 to nine African-American churches to begin or complete their restoration, plus \$100,000 for site visits to assess the congregations' construction planning. At press time, the fund had collected more than \$8.9 million in cash, in-kind gifts and pledges.

Eleven foundations acted quickly when NCC began organizing the Burned Churches Fund this spring. Of the fund's total, \$1.55 million has already been received from: the Andreas, Philip D. & Henrietta B. Adler, Annenberg, Chase Manhattan, Cummins Engine, Edouard, General Mills, Helping Hands, Irwin-Sweeney-Miller, John D. and Catherine T. MacArthur, and Prospect Hill foundations. An additional \$1.55 million has been pledged by the Ford, W.K. Kellogg, Charles Stewart Mott and Rockefeller foundations and the Pew Charitable Trusts, bringing the actual and expected foundation contribution to date to \$3.1 million. Estimated non-cash pledges at *FN&C* press time amounted to approximately \$3.4 million, including \$2 million in pre-construction loans along with technical assistance in construction oversight and financial planning from the Enterprise Foundation.

GE Capital Services, a diversified

LOGJAM BROKEN

The day before adjourning its August recess, Congress acted on three issues that affect foundations.

■ **Private Foundation Provision**—Capping a three-year effort by the Council on Foundations, Congress has restored an important tax incentive to the Internal Revenue Code. Included as part of the small business/minimum wage bill, the provision reinstates the full deductibility of gifts of publicly traded stock to private foundations. The extension is for 11 months—July 1, 1996 through May 31, 1997.

■ **Interim Sanctions**—Congress passed and the President has signed into law the Taxpayer Bill of Rights, which includes a set of intermediate sanctions on tax-exempt organizations. For the first time, these sanctions will give the IRS authority to penalize individuals within charitable organizations for taking improper benefits, while the only previous recourse was punishing the whole organization through revoking its tax exemption. The legislation is written to apply retroactively to actions taken by charities on or after September 14, 1995.

■ **S Corporation Stock**—The small business/minimum wage bill as passed by Congress also contains a provision permitting charitable organizations to be shareholders of S corporation stock. However, all gain at time of sale and all income from shares will be taxable to the organization as unrelated business income.

For more information, access the Council on Foundations World Wide Web site: <http://www.cof.org>.

—Anne Babcock



global financial services company, has offered to provide each church destroyed by fire this year with temporary office space through its company, GE Capital Modular Space—which rents, leases and sells mobile and modular buildings. With NCC coordinating this effort, GE Capital will not only donate the modular unit, but will also arrange for installation—including obtaining permits, variances and insurance.

The fund will allocate 85 percent of what it raises to rebuilding efforts, and 15 percent to work on underlying issues of racism.

In Washington, D.C.

The Congress of National Black Churches (CNBC) in Washington, D.C., is developing a guide outlining measures the churches can take to prevent future fires, and has set up its own restoration fund (which just received \$100,000 from the Anti-Defamation League). With a \$100,000 grant from the Lilly Endowment, CNBC is scheduled to complete a needs assessment this August.

In Chicago

Toward the end of June, many of Chicago's Muslim, Jewish and Christian leaders joined the American Jewish Committee to condemn the "arson outbreak" and establish a rebuilding fund. To date \$90,000 has been collected, \$25,000 of that coming from the Lloyd A. Fry, Human Relations and Polk Brothers foundations. According to Mark Peysakhovich, assistant director for the Midwest regional office of the American Jewish Committee in Chicago, the committee collects local donations for the fund and turns them all over to the National Council of Churches for distribution through its Burned Churches Fund.

"This effort has been tremendously successful because it gives funders who

have guidelines that restrict them from giving outside their geographic area a chance to meet their internal guidelines and also contribute to a national wave of support. While we have received mostly individual contributions...a lot of small family foundations have also sent checks," said Peysakhovich.

In Boston

The Interreligious Committee of Concern/Black Church Fund formed in Boston in early June and a month later delivered \$25,000 grants each to seven churches in Mississippi and Tennessee.

The coalition was primarily organized by Boston Ministerial Alliance President Rev. Wesley Roberts, who also served as co-chair of the Council on Foundations Philanthropy and the Black Church Conference held in Boston last March. Rev. Roberts rallied the support of several members of his ministerial alliance—most of whom attended the conference, the Ten Point Coalition, the Jewish Community Relations Council, the Catholic Archdiocese of Boston, the Greek Orthodox Church, and the Boston Bank of Commerce, the city's only black-owned bank, which has agreed to handle the funds at no charge.

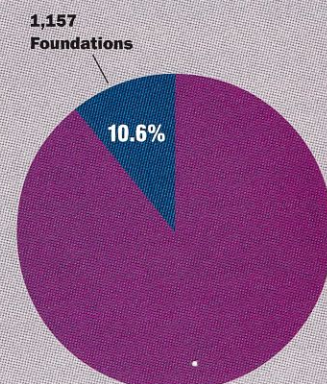
According to Roberts, pastor of the oldest African-American church in New England (Peoples Baptist Church of Boston), the deadline for receipt of donations has been set for September 15, and the coalition plans to distribute the remainder of the grants to the churches shortly thereafter.

In Atlanta

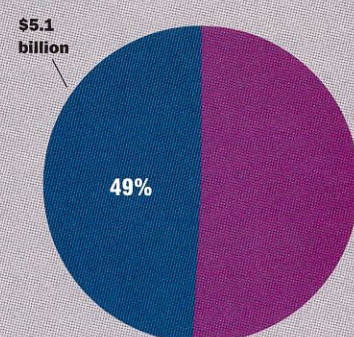
Even the Olympic spirit has been channeled toward the cause. According to a July 19 story in *USA Today*, 11 of the 12 members of the U.S. Olympic Dream Team have announced their intention to donate any money they are awarded by the U.S. Olympic Committee for win-

DID YOU KNOW...

According to a 1995 Foundation Center survey of 10,956 foundations with assets of at least \$1 million or making grants of \$100,000 or more, more than 10 percent (10.6 or 1,157 foundations) issue an annual report. Although the 1,157 annual report foundations constitute less than 11 percent of surveyed foundations (and a tiny 3 percent of all U.S. grantmaking foundations), they contributed \$5.1 billion in grants in 1994, or 49 percent of all grant dollars of the 10,956 foundations.



ANNUAL REPORT FOUNDATIONS
Number of Surveyed Foundations = 10,956



GRANT DOLLARS OF
ANNUAL REPORT FOUNDATIONS
Total = \$10.4 billion

Source: *Foundation Giving, 1996*. Published by the Foundation Center, 800/424-9836.

ning a medal to church rebuilding efforts. (One Muslim team member will donate his winnings to an Islamic foundation.) The team won the gold, and their donation is expected to bring another \$165,000 to the churches.

—Allan R. Clyde

KEEPING AN EYE ON DEVOLUTION

The Urban Institute's going to be watching devolution unfold, through a three-year, multi-million dollar project called "Assessing the New Federalism," funded so far with \$12 million from the Annie E. Casey Foundation, \$4 million from the Henry J. Kaiser Foundation, and \$6 million from the W.K. Kellogg Foundation. Kellogg also recently announced that it would grant more than \$11 million to five other national organizations to help states and communities manage the impacts of devolution.

The terms "devolution" and "new federalism" are often used interchangeably to mean the handing off of responsibility for social programs from the federal government to the states.

The Urban Institute project will monitor government programs in critical areas—health care, income security, job training, and social services—at the federal, state, and local levels. The goal is to provide an objective record of broad fiscal trends; changes in government programs, policies and priorities; and their effect on Americans.

Interim findings will be disseminated frequently to policymakers at all levels, says New Federalism Project Manager Naomi Goldstein. The National Center for Charitable Statistics, which transferred in July from Independent Sector to the Urban Institute, will be

coordinating and sharing information with the New Federalism Project.

—Francine Krasowska

TALKING ABOUT TECH LESSONS LEARNED

When you try to take technology to a wide variety of people, you encounter "the have nots and the want nots," said Bart Decrem at a meeting in June for grantees of a Department of Commerce program.

Decrem, executive director of Plugged-In Learning Through Technology in East Palo Alto, California, and 65 other people heading technology projects at nonprofits met for a half day in June at the Department of Commerce to discuss lessons they've learned about people and technology in the last few years.

Since 1994, the Department of Commerce's program, called the Telecommunications and Information Infrastructure Assistance Program (TIIAP)—administered by the National Telecommunications and Information Administration (NTIA)—has given \$60 million in 209 grants. The purpose of the grants was to work toward the goal of having new technology available to all Americans. The federal money was matched by more than \$100 million in nonfederal money, some of it from foundations or local and state governments.

As grantees talked about the nuts and bolts of establishing free or discounted computer networks in communities or establishing computer stations at nonprofits such as schools, hospitals, libraries or settlement houses, again and again they said that it's important to remember the people they're serving and not get too carried away with the technology. At the same time, they

expressed the belief that everyone should have the opportunity to benefit from new telecommunications technology. Among the other lessons:

Mission First. It's best to sacrifice a little on the area of technical skills when hiring in order to have staff with good people skills on board, if the organization's mission calls for a lot of public contact. "We don't have the luxury of hiring people we can squirrel away and keep the door shut," said one participant.

Proselytizing Required. Some people expressed the idea that it's been harder to turn some people onto technology than they thought.

Content Costs. Grantees also talked about how content was everything in

The Bromelkamp Company has provided software, consulting and networking services to foundations since 1983.

Our fully integrated software is unique in the field because it is entirely tailored to the needs of each user. Customized Grant Making, Fundraising, Fund Accounting, Public Art Tracking, Loan Tracking and Mailing Tracking are some of the many available components.

Bromelkamp Company
(612) 870-9087
Info@bromelkamp.com
www.bromelkamp.com



READER SURVEY RESULTS

WHAT YOU TOLD US

Thanks to all of you who took the time to respond to our annual Reader Survey questionnaire. We heard from a large percentage of you, which is gratifying and valuable to us.

The information we get from this and other research helps the magazine in its ongoing quest to meet the information needs of people in foundations. Each year we receive dozens of creative suggestions for articles and improvements, as well as plenty of blunt assessments of our weak spots. We take all of your comments seriously and hope, over time, you'll recognize the changes on our pages that sprang from your suggestions.

Meanwhile, we thought you might find it interesting to see a survey summary.

What We Learned About FN&C Reader Demographics:

Gender	Average Age	Education
60% female, 40% male	53	92% college degree, 71% advanced degree

What You Told Us About FN&C:

A majority of readers characterized *Foundation News & Commentary* as "One of the Top 2" publications about nonprofits.

Your Favorite Kinds of Articles (in descending order):

- 1 ... Foundation case studies
- 2 ... Reports on nonprofit trends
- 3 ... How-to pieces
- 4 ... Ethical dilemmas

What You Like Most About FN&C:



"Practical, applicable information."

"It's a learning and reference tool for board and staff."

"An opportunity to learn about other foundations and how they operate."

"I trust the information it provides."

What You Like Least About FN&C:



"Stories tend to be safe and noncontroversial."

"Too much on east coast/west coast philanthropies and on major players."

"It needs to be more gutsy."

"Not enough on what is happening in small communities or rural areas."



The Doors of Suggestion: Open

We're interested in your story ideas and suggestions. Contact: Jody Curtis, Executive Editor, by phone (202/467-0467); e-mail (curtj@cof.org) or mail (1828 L Street, NW, Washington, DC 20036).

selling people on the benefits of new technology—and noted that some groups are struggling to meet the high cost of good content.

Fear of Unknowns and "Weirdness." Some of the other problems the TIAP grantees have encountered include feeling paralyzed to start an activity because of the uncertainty of where the technology field was headed. Grantees said they spend more time than they would like fixing computers. They also said they've learned quite a bit about establishing partnerships with people in their communities: "Work with the stones that roll," advised Amy Borgstrom, executive director of the Appalachian Center for Economic Networks in Athens, Ohio. Borgstrom said that in working with partnerships, it's important to state up front what your expectations about money are, thus preventing a whole lot of "weirdness" that can ensue if you don't.

—Mary Ann Zehr

RECOGNITION FOR ARTISTS

Perhaps only another artist can feel so deeply the pain of one's life's work going unnoticed. While the late Judith Rothschild did achieve acclaim in her lifetime, she endowed a foundation that would be created upon her death and focus on recognizing the work of unknown or under-appreciated American painters, sculptors and photographers of her generation.

Just last June the New York City-based Judith Rothschild Foundation awarded its first grants—16 of them, totaling \$300,000—to document and re-examine the work of 14 artists. Several awards will support museum collections and exhibitions and the development of public and educational programs. Other

Drowning in a sea of paper proposals? Get your head above water with GEMS™

Available for
Windows 3.1,
Windows NT,
Windows 95,
and OS/2.



Supports DB/2,
SQL Server,
and Oracle.

The Grants Electronic Management System™ (GEMS) software is an integrated management tool for foundations that adds control and efficiency to every step of the grant cycle.

✓ The Input Module

- provides a common grant application form that applicants can use to prepare proposals; and
- permits paperless proposal submission via diskette, e-mail, or Internet.

✓ The Management Module

- eliminates manual data entry;
- helps foundations organize and manage the entire review process;
- provides convenient ways to monitor post-award budgets and activities;
- creates a powerful multi-user SQL database; and
- puts control in the hands of the administrator.

✓ The Report Module allows you to perform special analyses using the custom report generator and to produce dozens of pre-formatted reports, including

- proposal status;
- quarterly and annual reports;
- conflicts of interest;
- demographics; and
- post-award finances.

is easy to learn and use,
K Analytical Services Inc.
les personalized training
and support.

ring clerks to perform
y, an in-house
atabase, where it is

rocess using minimal staff,
to ckanorm@ibm.net

reserved. Patent pending.



- ☐ I'm interested in GEMS from CK Analytical Services, Inc.
- ☐ I would like to schedule a demonstration
- ☐ I would like to receive more literature
- ☐ I would like someone to call
- ☐ I'll be interested later _____
- ☐ I know someone who might be interested _____

Name/Title _____
Company _____
Street Address _____
City _____ State _____ Zip+4 _____
Phone _____ Fax/E-mail _____

READER SURVEY RESULTS

WHAT YOU TOLD US

Thanks to all of you who took the time to respond to our annual Reader Survey questionnaire. We heard from a large percentage of you, which is gratifying and valuable to us.

The information we get from this and other research helps the magazine in its ongoing quest to meet the information needs of people in foundations. Each year we receive dozens of creative suggestions for articles and improvements, as well as plenty of blunt assessments of our weak spots. We take all of your comments seriously and hope, over time, you'll recognize the changes on our pages that sprang from your suggestions.

Meanwhile, we thought you might find it interesting to see a survey summary.

What We Learned About FN&C Reader Demographics:

Gender	Average Age	Education
60% female, 40% male	53	92% college degree, 71% advanced degree

What You Told Us About FN&C:

A majority of readers characterized *Foundation News & Commentary* as "One of the Top 2" publications about nonprofits.

Your Favorite Kinds of Articles (in descending order):

- 1 ... Foundation case studies
- 2 ... Reports on nonprofit trends
- 3 ... How-to pieces
- 4 ... Ethical dilemmas

What You Like Most About FN&C:

- "Practical, applicable"
- "It's a learning and research experience"
- "An opportunity to learn from others"
- "I trust the information"

What You Like Least About FN&C:

- "Stories tend to be too long"
- "Too much on east coast issues"
- "It needs to be more focused"
- "Not enough on what we need to know"

The Doors of Opportunity

We're interested in your suggestions for articles and improvements. Write to: Executive Editor, (1828 L Street, N.W., Washington, D.C. 20036)

selling people on the benefits of new technology—and noted that some groups are struggling to meet the high cost of good content.

Fear of Unknowns and "Weirdness." Some of the other problems the TIIAP grantees have encountered include feeling paralyzed to start an activity because of the uncertainty of where the technology field was headed. Grantees said they spend more time than they would like fixing computers. They also said they've learned quite a bit about establishing partnerships with people in their communities: "Work with the stones that roll," advised Amy Borgstrom, executive director of the Appalachian Center for Economic Networks in Athens, Ohio. Borgstrom said that in working with partnerships, it's important to state up front what your expectations about money are, thus preventing a whole lot of "weirdness" that can ensue if you don't.

—Mary Ann Zehr

BUSINESS REPLY MAIL

FIRST-CLASS MAIL PERMIT NO. 2360 ROCKVILLE MD

POSTAGE WILL BE PAID BY ADDRESSEE

CK ANALYTICAL SERVICES INC
ATTN: MARKETING DEPARTMENT
6001 MONTROSE ROAD SUITE 509
ROCKVILLE MD 20897-5247

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

Drowning in a sea of paper proposals? Get your head above water with GEMS™

Available for
Windows 3.1,
Windows NT,
Windows 95,
and OS/2.

GEMS

Supports DB/2,
SQL Server,
and Oracle.

The Grants Electronic Management System™ (GEMS) software is an integrated management tool for foundations that adds control and efficiency to every step of the grant cycle.

✓ The Input Module

- provides a common grant application form that applicants can use to prepare proposals; and
- permits paperless proposal submission via diskette, e-mail, or Internet.

✓ The Management Module

- eliminates manual data entry;
- helps foundations organize and manage the entire review process;
- provides convenient ways to monitor post-award budgets and activities;
- creates a powerful multi-user SQL database; and
- puts control in the hands of the administrator.

✓ The Report Module allows you to perform special analyses using the custom report generator and to produce dozens of pre-formatted reports, including

- proposal status;
- quarterly and annual reports;
- conflicts of interest;
- demographics; and
- post-award finances.

GEMS is easy to learn and use, and CK Analytical Services Inc. provides personalized training and support.

The staff at CK Analytical Services Inc. has years of experience developing software for information management systems, processing large volumes of grants, and using state-of-the-art, object-oriented programming tools and techniques.

Just think...instead of sorting through stacks of papers or hiring clerks to perform labor-intensive, time consuming, and error-prone data entry, an in-house administrator can easily load proposal data into a central database, where it is available at any time to anyone with proper access.

For additional information on how to gain continuous control of your grants management process using minimal staff, call CK Analytical Services Inc. at 301-230-2523 or 1-800-659-8925 or send e-mail to ckanorm@ibm.net

GEMS is a trademark of CK Analytical Services, Inc. © CK Analytical Services Inc. All Rights Reserved. Patent pending.

awards will fund the publication of artists' writings and works of art history. Scholarship is a core concern of the foundation, since one of Rothschild's chief interests was "the long-term recognition of these artists in the context of art history," says the foundation's program director, John Oddy. Several awards will go to artists' estates to assist in the inventory, documentation, conservation and cataloguing of their works.

—Francine Krasowska

WITH A TWIST

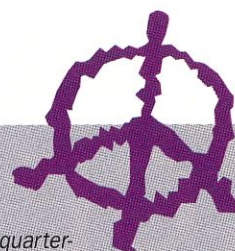
"Wash the eels; remove about three inches of the tail and the bristles along the sides. Cut into three-inch pieces and roll in flour..."

So began the recipe for Baked Eels, which appeared in full on the Web site of the Joseph and Matthew Payton Philanthropic Studies Library at Indiana University (<http://www-lib.iupui.edu/philanthropy/payton.html>).

The web site, subtitled "Cooking and Philanthropy," explains: "A familiar marriage of food and fund raising is the charity cookbook. The first charity cookbook sold in the United States is believed to be *Camp cookery and hospital diet, for the use of U.S. volunteers, now in service (1861)*. It was sold...to raise money for Civil War soldiers and their families."

So you see, there is a philanthropy angle to just about anything.

—Jody Curtis



RETRO

A look back to a quarter-century ago to the pages of what was then known as Foundation News.

From a write-up on the 1971 Council on Foundations annual conference, held May 18-21 in Montreal, and drawing "more than 500 registrants, many Canadian":

Some American registrants thought wryly, with May 17 as the deadline set by the U.S. Internal Revenue Service for most to file the new form 990, an annual report, and a check for the tax of 4% on their 1970 net income, that some registrants might remain among their Canadian colleagues. This was not the case, however...Mrs. Jane Lee Eddy, and her able committee, provided variegated foundation fare... [including a] lively session on "Living with the Tax Reform Act."...Professor Daniel Bell of Harvard gave the wide-ranging opening address on "The Shape of the Future: Challenges to Philanthropy." He foresaw "in 1985" the "politicalization" of current issues and indicated that foundations now could view themselves as precursors of social indices.

Also meeting in Spring of 1971, in Texas, was a group called Southwest Foundations. According to *FN*'s summary, keynoter Andrew Edington of the host Hal and Charlie Peterson Foundation "appealed for more effort for meaningful communication and understanding among foundations. He cited the man claiming his motel room and bath in the Texas hill country who was asked by the clerk if he wanted 'tub or shower,' replied, 'what's the difference?,' and received the answer, 'Mister, in a tub you sit down to take your bath.'"

The Mandel Center for Nonprofit Organizations has pushed the boundaries by offering the graduate Certificate in Nonprofit Management as a distance learning program. Two residencies, the Internet and 12 months. Call for details.

THE PREFERRED LEADERSHIP CREDENTIALS FOR THE NONPROFIT SECTOR

Mandel Center
FOR NONPROFIT
ORGANIZATIONS



**THE MASTER OF
NONPROFIT ORGANIZATIONS DEGREE
(MNO)**
a 17-month 45 credit hour
graduate degree offered in cooperation with
three professional schools, the
Mandel School of Applied Social Sciences, the
Weatherhead School of Management, and the
School of Law at
Case Western Reserve University.

**CERTIFICATE IN
NONPROFIT MANAGEMENT
(CNM)**
a 12 month, 15 credit hour graduate credential
substantial scholarships available

Stuart Mendel, MNO, Director, Graduate Programs
1-800-435-MNO9

DIRECTORS AND OFFICERS — YOUR FOUNDATION'S BEST ASSET...



WE'LL HELP YOU MAKE SURE THEIR PERSONAL ASSETS ARE PROTECTED.

Huntington T. Block... for over 25 years we have administered insurance programs for more than 10,000 non-profit organizations. Together with Chubb's Federal Insurance Company, we have created a special Directors' & Officers' Liability program, endorsed by the **Council on Foundations**, designed to meet the unique needs of foundations and corporations.

This coverage is available to Council on Foundations members and other grant-making organizations.

Program highlights include:

- Three-year policy option with premium guarantee subject to loss history review.
- Mismanagement of company funds coverage.
- Employment-related suits coverage (e.g. discrimination, sexual harassment).
- Coverage for non-profit subsidiaries.
- Personal injury and publisher's liability coverage.
- Fiduciary liability (ERISA) coverage option (\$100,000 limit); additional cost is equal to 10% of annual D&O premium.
- Coverage for all volunteers, employees, board members, and the organization itself.
- Duty-to-defend coverage.
- Coverage for violations of IRS tax code provisions (subject to state law).



Please call Jean Cofield for additional information regarding the Council on Foundations program.

We can assist your organization in meeting its insurance and risk management needs.

Please note that the precise coverage afforded is subject to the terms, conditions, and exclusions of the policies as issued.

Huntington T. Block Insurance Agency, Inc.

1120 20th Street, NW Washington, DC 20036-3406
202/223-0876 • Toll Free 800/432-7465 • Fax 202/857-0143



FUNDERS CALL FOR CAMPAIGN FINANCE REFORM

Several foundations are trying to convince other grantmakers to consider funding programs pushing for campaign finance reform.

Larry Hansen, vice president of the Joyce Foundation, which is taking on the issue in a big way, says, "We feel a little lonely. We could use more help." Hansen, along with Margaret E. Gage, executive director of the Ottinger Foundation, and John Moyers, executive director of the Florence and John Schumann Foundation, spoke about why foundations should support campaign finance reform at a June reception host-

ed by **Grantmakers in Health and Environmental Grantmakers Association.**

The issue is a bipartisan one, the speakers from foundations said. Other foundations already giving grants for campaign finance reform include the Norman Foundation, HKH Foundation, Carnegie Corporation of New York, Rockefeller Family Fund, Unitarian Universalist Veatch Program at Shelter Rock, Stern Family Fund, Pew Charitable Trusts and the Ford Foundation.

The System Needs Fixing

Hansen, Gage and Moyers said foundations ought to be interested in campaign finance reform because under the current system, the interests of many of

their grantees fall behind the interests of those who "buy access" to Congress by funding election campaigns, which undermines democracy.

At this point, foundations can support research on campaign contributions and help educate the public about how campaign contributions are affecting what legislators do or don't do for their constituents. On Capitol Hill, said Hansen, "money affects the agenda—what's taken up, what's not taken up." Another reason for funders to get involved in campaign finance reform, Hansen said, is that they can try to reverse an "epidemic of disaffection with politics" that is occurring in the United States—and restore the public's confidence in the electoral process.

RESOURCES ON CAMPAIGN FINANCE REFORM AND OTHER ELECTION YEAR ISSUES

- **"Funders' Handbook on Money and Politics,"** by Margaret E. Gage with Anthony C. Diaz, provides contact information for funders involved in campaign finance reform and describes some of the projects that they are supporting. Call 413/256-0349 (e-mail: ottinger@igc.apc.org). You may also view the document on the foundation's World Wide Web site: <http://www.igc.apc.org/ottinger>.
- The Washington, D.C.-based Center for Responsive Politics has four new, free-of-charge handbooks on money and politics: **A Brief History of Money in Politics**, **10 Myths About Money in Politics**, **Coming to Terms: a Money-in-Politics Glossary**, and **Money in Politics Reform**. 202/857-0044 (e-mail: info@crp.org).
- The spring/summer 1996 issue of **Common Cause Magazine** focuses on the influence that campaign contributions have on the political agenda of candidates once they are elected. For a copy of the issue, send \$2.25 to **Common Cause Magazine**, 1250 Connecticut Avenue, NW, 6th Floor, Washington, DC 20036. 202/833-1200.
- **Seize the Initiative**, by Gregory L. Colvin and Lowell Finley, hot off the press from Alliance for Justice, answers frequently asked questions about the role of foundations and other nonprofits in ballot measure efforts. Another guide by the same authors, **The Rules of the Game: An Election Year Legal Guide for Nonprofit Organizations**, explores legal issues concerning voter registration, voter guides and candidate debates and forums, among other topics. For a copy of either guide, send \$20 to Alliance for Justice, 2000 P Street, NW, Suite 712, Washington, DC 20036. 202/822-6070.
- The Funders' Committee for Citizen Participation has published **Voter Registration and Education: A Funders' Guide to Legal Issues**, by Thomas A. Troyer and Vivian L. Cavalieri. The guide explains that funders are permitted to support nonpartisan voter registration, education, and get-out-the-vote work. For a free copy, write: Funders' Committee, c/o David Dyssegaard Kallick, 270 Lafayette Street, Suite 903, New York, NY 10012.
- **The Web site for Project Vote Smart** (<http://www.vote-smart.org>) lists additional resources, with links to other sites, including the home page for Californians for Political Reform. Project Vote Smart, a program of the Center for National Independence in Politics in Corvallis, Oregon, provides information to citizens about members of Congress and candidates running for public office at the state and federal level. 800-622-SMART (7627).

For Example

In 1994, the Joyce Foundation launched a four-year, \$3.8 million project on "money and politics." In addition, the foundation is considering funding a national independent commission on the topic after the elections. The grants list for the Joyce Foundation project includes the following:

■ \$75,000 in 1994 and \$80,000 in 1995 to National Public Radio for the first-ever, full-time money and politics broadcast beat.

■ \$70,000 in 1993 and \$66,840 in 1994 to the Center for National Independence in Politics to develop and distribute to newspapers camera-ready charts and tables describing the fundraising activities, key votes and interest-group ratings of Congressional incumbents and challengers.

■ \$109,912 for 1994 and 1995 to the Center for Public Integrity for a project with Indiana-based news organizations to analyze and publicize the campaign finance practices of Indiana legislative candidates and to host a conference at which alternatives to the state's current campaign finance system would be examined. (In February 1996, the *Indianapolis Star* published a five-part series, "Statehouse Sellout," which drew on the research funded by this grant.)

A foundation with fewer assets than the Joyce Foundation can get involved in the issue as well. The Schumann Foundation, along with the Joyce Foundation, is helping to support the new money and politics beat at National Public Radio. The Ottinger Foundation gave a coalition money for several laptop computers so that citizens in three western states could go into their state election boards, key in information about campaign contributions, and eventually communicate the information to the public. In 1996, Ottinger provided

\$10,000 for the creation of a state-wide campaign finance reform coalition in Missouri. Last year Ottinger gave \$10,000 to the Maine Citizen Leadership Fund for educational activities related to the first state-wide effort to test full public financing on a ballot initiative.

While House Speaker Newt Gingrich and President Bill Clinton have promised to reduce the influence of big money in political campaigns, not too much is happening on the issue in Congress. In late June the Senate postponed deciding on campaign finance legislation, at least until after the 1996 elections, according to *U.S. News Online*.

PUSHING FOR A LIVING WAGE

Efforts by community, religious and labor groups to obtain higher-than-minimum wages are taking off in several cities. Through their grantees, several foundations have become interested in the movement. Henry Allen, program director for the Boston-based Hyams Foundation, is helping to organize a session on the topic at the upcoming **Neighborhood Funders Group** conference to be held October 9-11 in Cleveland, Ohio. Allan says that one model for the movement is a campaign carried out by Baltimoreans United in Leadership Development (BUILD), a church-based coalition affiliated with the Industrial Areas Foundation, that succeeded in pushing through a city ordinance that raised wages for workers employed under Baltimore city contracts. BUILD was joined by the American Federation of State, County and Municipal Employees in leading the campaign. The law was passed in 1994 and has raised wages in increments from \$4.25/hour to \$6.60/hour for city workers. ■

—Mary Ann Zehr

BOARD OF DIRECTORS

- Rebecca Adamson—First Nations Development Institute
- Manuel Arango—Centro Mexicano para la Filantropía
- Paula A. Banks—Secretary, Council on Foundations, Inc., Sears, Roebuck and Co.
- Colin G. Campbell—Rockefeller Brothers Fund
- Gregory A. Chaillé—The Oregon Community Foundation
- William A. Díaz—Hubert H. Humphrey Institute of Public Affairs
- David S. Ford—Chase Manhattan Bank, N.A.
- Barry D. Gaberman—The Ford Foundation
- Ruby P. Hearn—The Robert Wood Johnson Foundation
- John E. Hopkins—Kalamazoo Foundation
- Anna Faith Jones—Boston Foundation
- Reatha Clark King—General Mills Foundation
- Handy L. Lindsey, Jr.—The Field Foundation of Illinois
- Charles H. McTier—Vice Chair, Council on Foundations, Inc., Robert W. Woodruff Foundation, Inc.
- Robert R. Midkiff—The Atherton Family Foundation
- Stephen D. Mittenenthal—The Arizona Community Foundation
- Mary Mountcastle—Mary Reynolds Babcock Foundation
- Mariam C. Noland—Community Foundation for Southeastern Michigan
- George Penick—Foundation for the Mid South
- Carrolle Fair Perry—The Philadelphia Foundation
- Wendy D. Puriefoy—Public Education Fund Network
- Skip Rhodes—Chair, Council on Foundations, Inc., Chevron Corporation
- Dorothy S. Ridings—(Ex officio) President and CEO, Council on Foundations, Inc.
- Rebecca W. Rimel—The Pew Charitable Trusts
- Robert B. Rogers—Ewing Marion Kauffman Foundation
- Peggy Saika—Ms. Foundation for Women
- Ruth Shack—Vice Chair, Council on Foundations, Inc., Dade Community Foundation
- Bruce R. Sievers—Walter and Elise Haas Fund
- Rien van Gendt—The Bernard van Leer Foundation
- Woodward A. Wickham—John D. and Catherine T. MacArthur Foundation
- Colburn Wilbur—Treasurer, Council on Foundations, Inc., David and Lucile Packard Foundation
- Rosie Zamora—Houston Endowment

Also invited to attend in a non-voting capacity:

- Peter C. Hero—Community Foundation of Santa Clara County, Chair, Committee on Community Foundations
- Thomas W. Lambeth—Z. Smith Reynolds Foundation, Inc., Chair, Committee on Family Foundations
- Valerie S. Lies—Donors Forum of Chicago, Chair, Forum of Regional Associations of Grantmakers
- Patricia D. Wright—Amoco Foundation, Chair, Corporate Committee



DO TELL

If accountability for its own sake doesn't motivate you, how about self-preservation? Here are several reasons why we need to try harder at letting the world know how private philanthropy adds to society's well-being.

BY DOROTHY S. RIDINGS

It's a story often heard. A nonprofit organization is overjoyed at the news of a foundation grant to conduct a major project. But the grant letter specifically excludes the funds that had been requested to publicize the results of the project, which the organization had hoped would spur replication by others. The entire marketing budget had been eliminated from the grant request.

So the project was carried out, successfully—but few people knew about it. The only promotion the project received, other than enthusiastic write-ups in the grantee's own newsletter, was a brief mention of the grant in the *Chronicle of Philanthropy* and a photo and story in the foundation's

annual report some 18 months later.

And an opportunity was missed to expand a good idea beyond its original parameters.

An opportunity also was missed to build a greater appreciation of the role that foundations play in our society, and to attract new audiences for philanthropy that can grow the field.

The foundation's motivations were clear and sincere. It believed that precious grant monies should be expended on direct services and actions, not on "publicity." Promotion might draw

the foundation into the limelight, which would seem like self-aggrandizement, or it might swamp the foundation with grant requests. And doesn't the grantmaking sector operate most safely when things are quiet, without undue attention?

This is not a story applicable to all foundations and other grantmakers. But it's an all-too-typical scenario.

The Price of Reticence

Grantmakers have paid a price for that, and the price seems to be getting higher. It's clearly time to reassess the need for greater openness

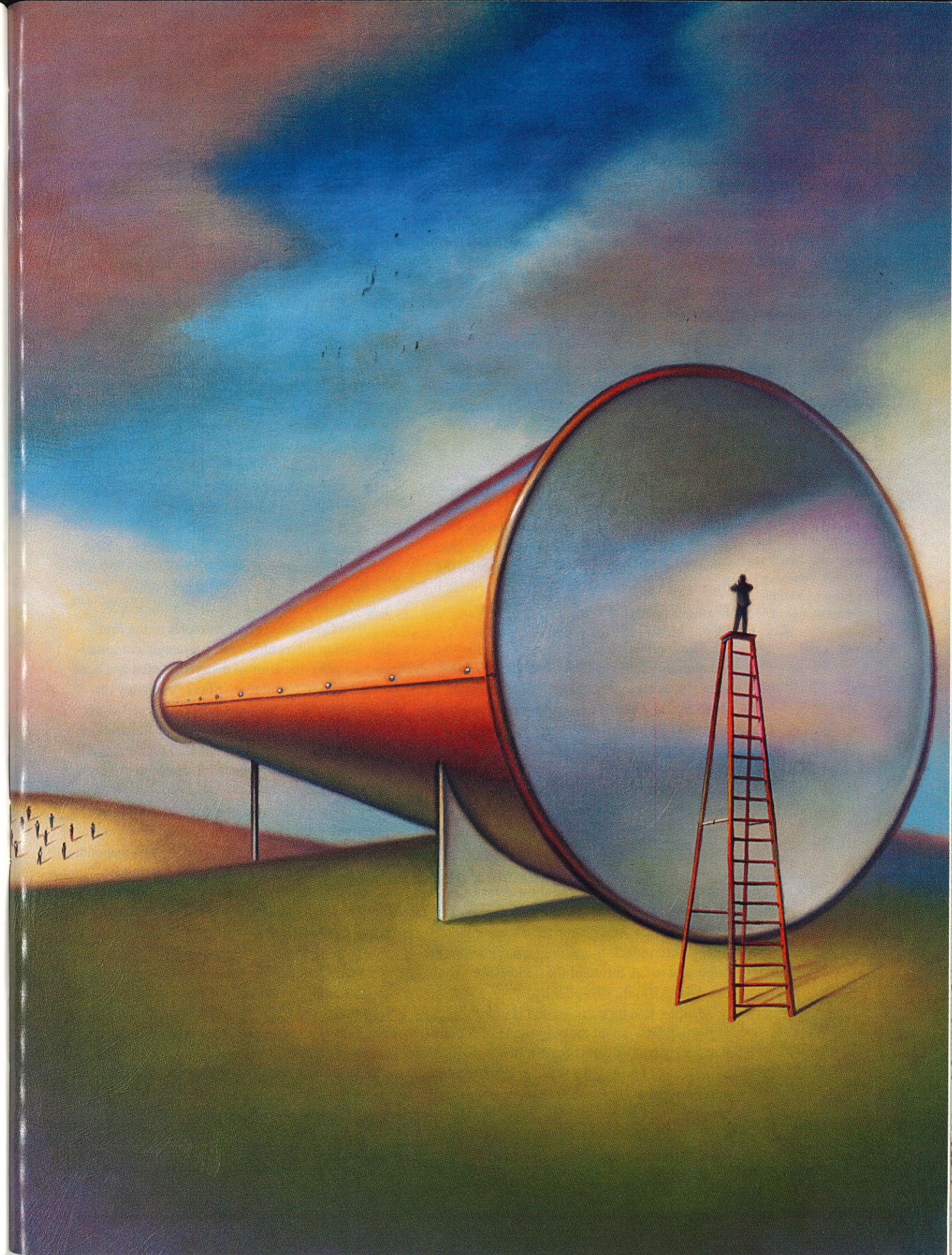
about what the foundation world is all about—as a means of self-preservation in this new climate of public skepticism about all major institutions, certainly, but also as part of foundations' obligation to exhibit leadership in living up to the highest standards of accountability as well as in bringing new players into the field of philanthropy.

It's time to consider communications as an integral part of grantmaking strategy, not as an add-on, or something to be avoided.

Some of the reasons are obvious. The philanthropic sector, a sector so essential to a robust democracy, is increasingly vulnerable to changing political headwinds. The expectation that activities will be conducted

Council on Foundations President and CEO Dorothy S. Ridings is a veteran communicator. Beginning as a reporter, she worked for many years in print and broadcast journalism, most recently as publisher of the Bradenton Herald in Bradenton, Florida.

ILLUSTRATION BY BILL BRUNING





Foundations are not living up to the affirmation and deeply held belief that they operate in the public trust when they don't welcome the public into the tent, far beyond the requirements of the law.

in the quiet also has enabled a few bad apples in the field to operate without adequate scrutiny—aided by media that are woefully uneducated about the entire independent sector.

Perhaps most important, the mandate foundations place on themselves for public accountability is compromised by excessive reticence. In sum, foundations are not living up to the affirmation and deeply held belief that they operate in the public trust when they don't welcome the public into the tent, far beyond the requirements of the law. Nor are they maximizing the public good that can be achieved by their grantmaking.

And in anticipation of an explosion in philanthropic giving in lieu of the much-touted intergenerational transfer of wealth, the time is ripe for outreach to neophyte or budding philanthropists who might be inclined to join the ranks of organized philanthropy.

The foundation annual reports that flooded the mail this summer provide evidence of the vitality and creativity of much of the grantmaking that's taking place. They also provide reason to sorrow at the opportunities missed for greater public understanding of that.

Game Plan: Greater Understanding

Earlier this year the Council on Foundations commissioned the Gallup Organization, as part of an omnibus study, to conduct a national public opinion study of American adults on their perceptions of foundations. The study was far from comprehensive, but what we learned in basic form is that the American public has a good image of foundations and thinks foundations are important to the future of the nation (see "Touching All the Baselines," p. 22).

At the same time, the public is uninformed—also woefully—about the magnitude of foundation giving (they overestimate it by far, in relation to individual giving), the types of activities foundations support (fewer than half are aware that many important societal breakthroughs were made with foundation support) and the nature of foundation grantmaking (half say it's neither particularly cautious nor very innovative, and the

other half are split almost equally between thinking of foundations as cautious/traditional or creative/innovative).

Overall, though, most of those surveyed said they had good feelings about foundations, and this suggests we have a chance to make new friends and solidify old ones for philanthropy. At the same time, though, public uncertainty about how foundations operate raises danger signals that must be addressed. One example of the inherent danger lies in the recent assumptions by many, including a number of elected officials, that private charity could fill the gaps caused by massive government reductions in social service spending. And consider the peril if the only foundation that makes the news, the only one people hear about, is the Foundation for New Era Philanthropy, which declared bankruptcy in 1995 after its exposure as an alleged Ponzi scheme.

The clear penalty for reclusiveness is a weakened public notion of organized philanthropy as an instrument of the extraordinary human impulse to make society better for all people.

The Council on Foundations is in the first phase of implementation of a strategic communications plan that aims to demystify what has been called by one foundation officer "probably the most fascinating and least understood sector of American democracy." A number of foundations are re-thinking their stance toward public dissemination of their activities, with an eye to greater openness.

It does require a new way of looking at how grantmaking is communicated to the many interested audiences. But the very process of that can be invigorating, and it can lead to heightened accountability to the publics that are served.

It involves acceptance of some risk, risk of being misunderstood—further misunderstood, that is—or indeed of seeming to be self-serving. Yet many foundations encourage their grantees to exhibit more risk-taking; are they unwilling to take their own advice?

It takes some experienced help in framing messages that are clear and compelling and that also foster realistic expectations about what foundations can and cannot do. Such help is eagerly available, just waiting for the opportunity.

All it needs is buy-in from those of you behind the scenes, in the foundations. ■

No Excuses

Changing the mindset on foundation communicating requires an examination of some of the old rationales for keeping quiet. Here's an attempt to counter some of the most common excuses with good reasons for telling the foundation story.

BY SUNSHINE JANDA OVERKAMP

For this article we consulted with several veteran communications professionals: Frank Karel, Robert Wood Johnson; Denise Gray-Felder, Rockefeller; Matt James, Henry J. Kaiser Family; Ray Boyer, John D. and Catherine T. MacArthur; Mary Lou Russell, Commonwealth Fund, and Keith McKeown, Pew Charitable Trusts. Their thoughts are reflected below. Whether a foundation is large or small or able to staff up a communications office is less important than this: often the change that's needed in order to communicate better is a change in mindset.

THE EXCUSE	THE COUNTER	REAL-WORLD TESTIMONIAL
If we tell people what our foundation does we will get more proposals than we can handle.	Yes, this <i>could</i> happen. But, the general experience is that it has not. Also consider that if you describe your foundation's interests with some precision, you might get better and fewer proposals.	"It's as important to make clear—and I'd stress clear—what you don't fund as what you do fund. If people understand what your interests are, it eliminates a lot of inappropriate requests. That's been our experience." —Keith McKeown
Why should we spend money on communicating when this money could go to grantees to do good work?	Communications can actually give more "bang for the buck" to the money you give your grantees (or, in foundation jargon: leverage). The challenge is to identify those who should know about the work you are funding/your grantees are doing and get the word out to those targeted audiences. If your mission is to further an issue, then you'll want to prevent others from "reinventing the wheel." Getting the word out is also a form of doing good work.	"Sharing results is intrinsic to the Commonwealth Fund's mission of social investing for the common good...that is, making information on issues of central concern available to those who can put it to productive use." —Mary Lou Russell
Besides, it's the grantees that need to communicate, not us.	It's not either/or: both grantmakers and grantees have something to say. Foundations can reach some audiences.	"If you hope to have an impact on the major problems in a community or in the nation you can't unless you influence the public." —Matt James

 **YES, I'D LIKE TO LEARN MORE ABOUT MAKING THE WORLD A BETTER PLACE WITH BLACKBAUD PRODUCTS.**

Please send me information on the following Blackbaud software systems:

- ☐ Award Grants Management Software for Foundations and Corporations
- ☐ The Raiser's Edge for Windows™ fund-raising software for Nonprofit Organizations

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ ZIP _____

Phone (_____) _____ ☐ We are a community foundation.



You may FAX this to 803-740-5410



looked, communications is also about positively amazing what one can do when the tongue is turned off and the ears

—Frank Karel

fraid of, if you believe in your work, I honestly, and have rational your decision? Our laundry's clean to hang it on the line for our

—Keith McKeown



Foundations are not living up to the affirmation and deeply held belief that they operate in the public trust when they don't welcome the public into the tent, far beyond the requirements of the law.

in the quiet also has enabled a few bad apples in the field to operate without adequate scrutiny—aided by media that are woefully uneducated about the entire independent sector.

Perhaps most important, the mandate foundations place on themselves for public accountability is compromised by excessive reticence. In sum, foundations are not living up to the affirmation and deeply held belief that they operate in the public trust when they don't welcome the public into the tent, far beyond the requirements of the law. Nor are they maximizing the public good that can be achieved by their grantmaking.

And in anticipation of an explosion in philanthropic giving in lieu of the much-touted intergenerational transfer of wealth, the time is ripe for outreach to neophyte or budding philanthropists who might be inclined to join the ranks of organized philanthropy.

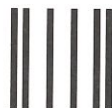
The foundation annual reports that flooded the mail this summer provide evidence of the vitality and creativity of much of the grantmaking that's taking place. They also provide reason to sorrow at the opportunities missed for greater public understanding of that.

other half are split almost equally between thinking of foundations as cautious/traditional or creative/innovative).

Overall, though, most of those surveyed said they had good feelings about foundations, and this suggests we have a chance to make new friends and solidify old ones for philanthropy. At the same time, though, public uncertainty about how foundations operate raises danger signals that must be addressed. One example of the inherent danger lies in the recent assumptions by many, including a number of elected officials, that private charity could fill the gaps caused by massive government reductions in social service spending. And consider the peril if the only foundation that makes the news, the only one people hear about, is the Foundation for New Era Philanthropy, which declared bankruptcy in 1995 after its exposure as an alleged Ponzi scheme.

The clear penalty for reclusiveness is a weakened public notion of organized philanthropy as an instrument of the extraordinary human impulse to make society better for all people.

The Council on Foundations is in the first phase of implementation of a strategic communications plan that aims to demystify what has been called by one foundation officer "probably the most fascinating and least understood sector of American democracy." A number of foundations are re-thinking their stance toward public dissemination.



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS PERMIT # 114 CHARLESTON, SC

POSTAGE WILL BE PAID BY ADDRESSEE



4401 Belle Oaks Drive, Suite 400
Charleston, SC 29405-9909



No Excuses



Changing the mindset on foundation communicating requires an examination of some of the old rationales for keeping quiet. Here's an attempt to counter some of the most common excuses with good reasons for telling the foundation story.

BY SUNSHINE JANDA OVERKAMP

For this article we consulted with several veteran communications professionals: Frank Karel, Robert Wood Johnson; Denise Gray-Felder, Rockefeller; Matt James, Henry J. Kaiser Family; Ray Boyer, John D. and Catherine T. MacArthur; Mary Lou Russell, Commonwealth Fund, and Keith McKeown, Pew Charitable Trusts. Their thoughts are reflected below. Whether a foundation is large or small or able to staff up a communications office is less important than this: often the change that's needed in order to communicate better is a change in mindset.

THE EXCUSE	THE COUNTER	REAL-WORLD TESTIMONIAL
If we tell people what our foundation does we will get more proposals than we can handle.	Yes, this <i>could</i> happen. But, the general experience is that it has not. Also consider that if you describe your foundation's interests with some precision, you might get better and fewer proposals.	"It's as important to make clear—and I'd stress clear—what you don't fund as what you do fund. If people understand what your interests are, it eliminates a lot of inappropriate requests. That's been our experience." —Keith McKeown
Why should we spend money on communicating when this money could go to grantees to do good work?	Communications can actually give more "bang for the buck" to the money you give your grantees (or, in foundation jargon: leverage). The challenge is to identify those who should know about the work you are funding/your grantees are doing and get the word out to those targeted audiences. If your mission is to further an issue, then you'll want to prevent others from "reinventing the wheel." Getting the word out is also a form of doing good work.	"Sharing results is intrinsic to the Commonwealth Fund's mission of social investing for the common good...that is, making information on issues of central concern available to those who can put it to productive use." —Mary Lou Russell
Besides, it's the grantees that need to communicate, not us.	It's not either/or: both grantmakers and grantees have something to say. Foundations can reach some audiences better than grantees can. Funders often have a broader perspective—coming from watching several grantees at once—and can help move accumulated wisdom to the next level of replication, collaboration or policy consideration. Grantees know best about the specific work they do. Funders that help grantees become effective communicators are also indirectly helping tell the public what foundations do.	"If you hope to have an impact on the major problems in a community or in the nation you can't hope to do so unless you influence the public mindset." —Matt James
It is our foundation's mission to give quietly. We feel it is unseemly to "blow our own horn."	Communications doesn't have to be saying how <i>great</i> you are. It can be simply saying <i>who</i> you are—making your purpose clear. And it can help level the playing field for applicants, attract good ideas/proposals, and make sure the wealth of information your grantees produce is used by others, encouraging progress in the areas outlined in your mission.	"Usually overlooked, communications is also about listening. It is positively amazing what one can learn when the tongue is turned off and the ears are on." —Frank Karel
If we do communicate, we just might become a media target.	Even when you try not to communicate, you are communicating. In the worst sense, saying nothing allows others to conclude you are secretive, elitist and capricious in your grantmaking decisions. Why give others the chance to define you this way?	"What's to be afraid of, if you believe in your work, do it openly and honestly, and have rational explanations for your decision? Our laundry's clean so we're going to hang it on the line for our neighbors to see!" —Keith McKeown

TOUCHING ALL THE BASELINES



What do Americans know about philanthropy? The few surveys that have tried to answer this question have all concluded the same thing: Not very much.

BY MARCIA SHARP

What is the nature of the conversation that individual foundations—and the foundation community as a whole—would like to have with the public? After looking at new research about how foundations are perceived by the public, this is the question that needs to be asked and answered. Soon.

BEGIN AT THE BEGINNING

Last April the Council on Foundations asked my company, Millennium Communications Group, to explore the ways that foundations are perceived today, and then to work with the Council to frame a set of messages that could effectively convey the contributions of philanthropy to target audiences.

Our first step was to take a look at media coverage of foundation activity in more than a dozen major markets across the country going back over a period of 18 months. We found:

Philanthropy is a non-topic in the daily press.

Reading the newspapers turned up lots of grant announcements, but fewer than 300 articles were in any real sense about foundations.

It's all charity. Stories that did turn up in our scan didn't provide the reader with much of a distinction between the role of foundations and the role of the organiza-

tions that foundations support with grants.

Major national grant-makers are faceless in the major media. Instead, we found some discussion of corporate giving as an organized strategy for accomplishing some particular end, of individuals who made or inherited substantial wealth and are now "giving it back," of community foundations, usually in the context of a "growing community foundation movement."

Positive characterizations are soft; negatives are more focused. By about 2:1, what foundations do is characterized in positive ways. They tend to fall into a handful of common themes, such as: "they exercise good stewardship," and "they make large grants," and "they fund a wide range of things." Mentions of powerful or cumulative results coming from grants are extremely infrequent. Negative characterizations, while less numerous, are more focused, with fraud and abuse and the "closed door"/lack of accountability angle most prevalent.

REVIEW OF PERCEPTIONS RESEARCH

As for what is thought and said about foundations by philanthropy's publics—the various groups or audiences that logically would want

information from foundations; namely, grantees, opinion leaders, citizens at large—not very much is known. We found:

Little opinion research exists, with almost none on leadership opinion. Foundations have been surprisingly inactive in learning about how their publics view them. The comments made below on the views of the general public and grantees draw on only a few studies, and there is no research whatsoever with a nationwide perspective on how leadership audiences—in business, government, the media, and elsewhere—view the role and work of grantmakers.

The general public is instinctively positive, but knows very little. The best current reading of the views of the citizenry at large comes from the Council's recent Gallup questions (see "Pulse Check," p. 23). They tell us this much: Americans think foundations are important but aren't sure exactly what foundations do; there's very little understanding of how much money is involved; and the public sees foundations as neither innovative nor cautious.

Grantees voice some concerns. The few studies

that have been done suggest three things. There is frustration with "the process"—the difficulty of getting a grant, the amount of paperwork involved, a perception that foundations follow fads. There is a desire for long-term grantmaker/grantee partnerships that involve shared expertise as well as dollars. And there is evidence of a possible mismatch shaping up between foundations and some of the newer community-building organizations that see foundation practices as incompatible with what it takes to revitalize a community.

MOVING TO MESSAGES

The Council is now in the midst of a message development and testing phase. Meanwhile, I can offer some preliminary thoughts about what it might take to raise public awareness of the work of foundations, and who we should try hardest to reach.

A two-part approach is inevitable. Raising the understanding of foundations' role in society will almost certainly involve both distinguishing the unique role of foundations and painting for the public a more powerful picture of what foundations and nonprofits do together. All

Marcia Sharp is a principal of Millennium Communications Group in Washington, D.C., and a consultant on communications strategies to the Council on Foundations.

the evidence we have suggests that the public doesn't understand the grantee side of the sector very well, either. To make a real difference, we need action on both fronts.

Nonprofits may be foundations' primary audience. Leaders outside the sector—in business, government and the media—are important, too. But nonprofits constitute the largest body of people today who talk about and work with foundations. They

are the ambassadors who can most readily put the work of foundations into public play. And in a profound way, they are partners in the foundation quest for social change.

Results need to be the centerpiece of the conversation. This solutions element is missing in media coverage and in what our various audiences play back to us, anecdotally and in formal research studies.

BOILING IT DOWN

A message strategy flowing from these points will likely boil down to having foundations say to nonprofits, "We are partners with you in advancing social change." To leadership audiences, foundations will want to be able to project and document messages that support their distinct roles. Some message concepts to be explored include: "Foundations are America's problem solvers,"

"Foundations invest in change," and "Foundations build the knowledge base for change."

And finally, foundations and nonprofits together will want messages that tell their combined story to the general public. This will likely center on how the sector generates new solutions while tapping the passions, commitments and best energies of ordinary citizens. ■

Pulse Check

Earlier this year the Council on Foundations commissioned the Gallup Organization to conduct a national public opinion poll on the perceptions of American adults on foundations. Among the findings:

The importance of foundations. A slight majority of Americans (51 percent) thinks foundations are "more important" to the future of the country than other institutions.

Where foundations give their grants. A slight majority (51 percent) thinks foundation grants are given mostly to established organizations like museums, hospitals and universities. A majority (59 percent) also agrees that "a great deal" of foundation giving goes to community service organizations to meet basic needs for things like food and shelter.

How much foundations give. A larger majority of Americans (70 percent) is unclear about what foundation giving adds up to, dollarwise, in the context of total charitable giving. Thirty-one percent see foundations as giving "much more" than individuals; 28 percent think foundation giving is "about the same" as charitable giving from individuals.

Foundations as advocates. A majority (57 percent) supports the work of foundations as advocates in such social movements as civil rights, consumer and environmental protection, and women's rights. Only 14 percent do not.

Foundations as innovators. Respondents are split as to whether foundations provide money to test new ways of solving problems. Thirty-five percent think they do; 30 percent don't. In a related question, about a fifth (20 percent) see foundations as essentially cautious, while 18 percent see them as creative and innovative, and the majority (55 percent) perceive foundations as neither particularly cautious nor particularly innovative.

Foundations as a safety net. Respondents are split as to whether foundations function as a safety net in times of government cutbacks. Thirty-three percent think they play this role; 28 percent do not.

Foundation accomplishments. A majority of Americans (59 percent) is surprised to learn that foundation grants supported such significant accomplishments as the hospice movement, polio vaccine, or the 911 number—with 23 percent being extremely or very surprised.

Foundations in an ideological context. The largest group of respondents to this question (40 percent) see foundation giving as evenly distributed between liberal and conservative groups and causes. Of those who see a different proportion, 16 percent believe more goes to conservative groups and causes, while 31 percent believe more goes to liberal groups and causes.

—M.S.

OPEN YOUR

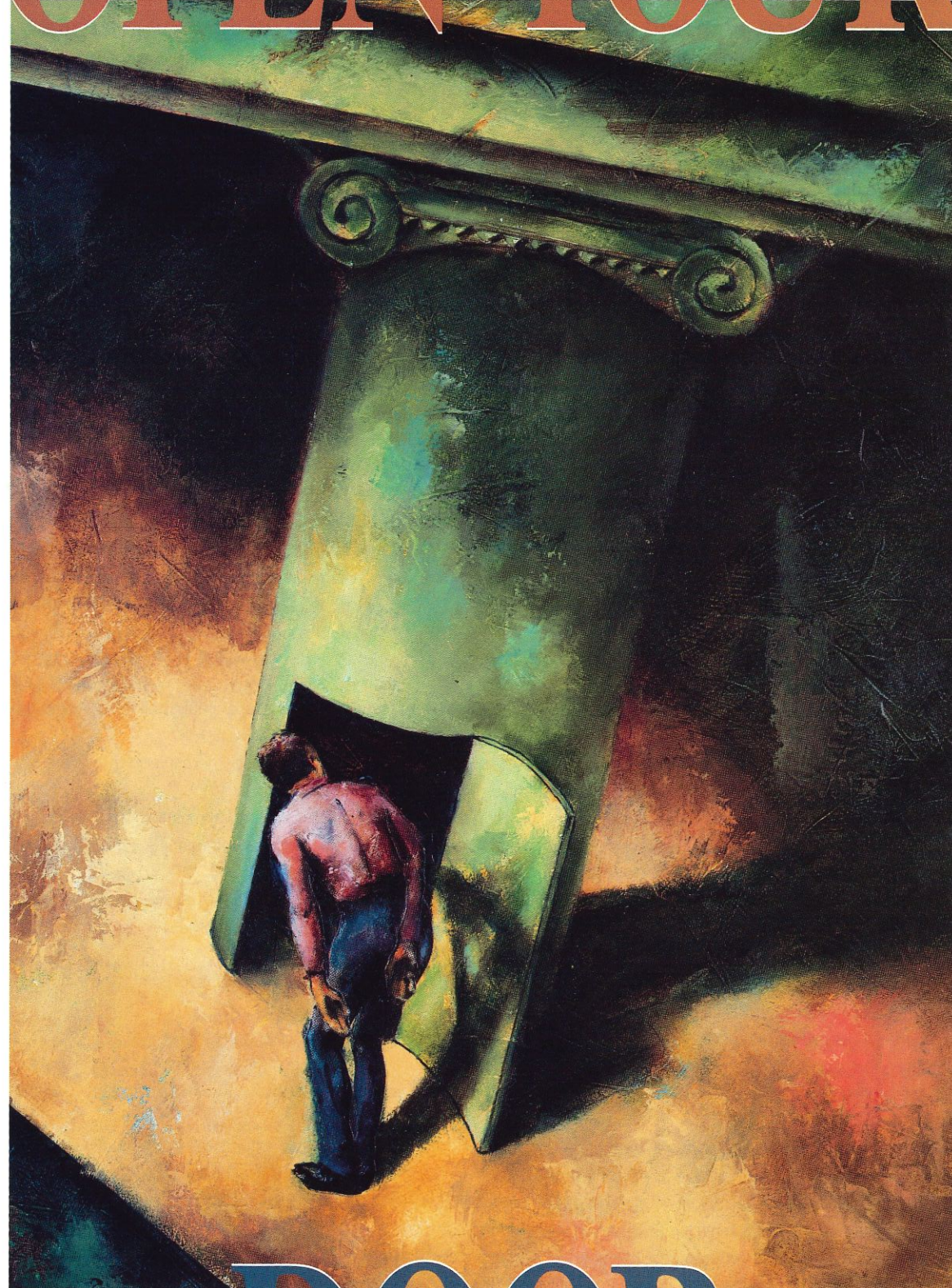


ILLUSTRATION BY CLEMENTE BOTELHO

DOOR



After all, it's the letter of the law. Foundations—in exchange for tax breaks for granting private dollars in the public interest—are required to provide certain details about what they do. The merit of going beyond this minimum has been discussed since the first foundation began. A review of the history informs how the field got from “glass pockets” to “telling our story.”

BY DENNIS P. MCILNAY

Just how open should foundations be? That's about the oldest and most discussed question about philanthropy there is.

It's a debate framed by two conflicting views. There's the need to respect the privacy of foundations, because democracies have maintained a tradition of freedom for foundations and other nonprofit organizations chartered to serve the public good. And there's the need to protect the interest of the public, an important consideration given that some foundations have been unwilling to account for their actions to the public.

Past as Prelude

American foundations have held an honored place in our pluralistic society for over a century now. And we can trace the issue of public accountability of foundations back at least 80 years, to the 1916 Commission on Industrial Relations, called the Walsh Commission for its chair, Senator Frank Walsh. It criticized foundations for their secrecy and recommended that Congress limit their size, functions and powers.

We've come a long way from those days, but to understand why communicating about how philanthropic dollars are used is important today, it helps to consider some history. And it helps to remember that many of today's reporting requirements are a direct result of Congress intervening when foundations refused to provide information voluntarily (see “What's By Law, What's By Choice?,” page 26).

The Russell Sage Foundation, from its beginning in 1907, supported complete disclosure by foundations, maintained records on all known foundations, and published research on philanthropy, a function that was decades ahead of its time. Over several decades, later in the century, Russell Sage

Dennis P. McIlnay is an associate professor in the business school at Saint Francis College in Loretto, Pennsylvania. He's written extensively about foundation accountability, most recently for the Indiana Center on Philanthropy.

What's By Law, What's By Choice?

Three provisions of the Tax Reform Act of 1969 made mandatory certain accountability responsibilities for foundations, enforced by the Internal Revenue Service. To comply, foundations must:

- **Complete the annual IRS return, Form 990-PF.** The return includes data on income, expenses, assets, grants, and liabilities; and questions on whether foundations have used their funds to influence legislation or participate in political campaigns, activities prohibited by federal law.

- **Place an advertisement each year in a newspaper** with general circulation stating that the IRS return is available for public inspection in a foundation's principal office during regular business hours within 180 days of publication of the notice. The annual public notice must state the address and telephone number of the foundation's main office and the name of its principal manager, and a copy of the advertisement must be submitted with the IRS return.

- **Make the IRS return available for public inspection** in a foundation's main office for 180 days after filing.

That's the minimum. Many people in philanthropy argue that the foundation charter implies a certain level of public trust and commensurate voluntary accountability. This generally includes a more-than-minimum commitment to openness in relations with grantseekers, other foundations, organizations such as the Foundation Center, and the American people. Although there is no legal basis to the following activities, these additional practices are recommended in the name of voluntary accountability:

- **Place or agree to provide updated information for listings in sourcebooks** published by the Foundation Center and others.

- **Publish and distribute basic annual or biennial reports and other publications** such as newsletters, statements of program interests, or guidelines for grantseekers.

- **Respond to over-the-transom requests for information** from interested parties, including individuals, grantseekers, researchers, media, clearinghouses and philanthropic groups.

—D.Mcl.

Frederick P. Keppel, president of the Carnegie Corporation in the 1930s, said foundations should operate with "glass pockets."

officers Shelby M. Harrison and F. Emerson Andrews continuously warned foundations of the dangers of secrecy and predicted that unless they improved their accessibility, the federal government would impose controls, and they would lose their most important asset: autonomy.

In the 1920s and 1930s, a number of researchers documented the difficulties they had in seeking basic information from foundations. Eduard Lindemann, author of *Wealth and Culture* (1936), wrote that foundation cooperation was so poor that he could not determine even how many existed. Columbia professor Ernest Hollis reported that many foundations considered the inquiries for his book, *Philanthropic Foundations and Higher Education* (1938), to be an indiscretion and rudely dismissed him, while others, although polite, were just as firm in refusing to provide information.

The most widely quoted declara-

tion on foundation accountability came from Frederick P. Keppel, president of the Carnegie Corporation in the 1930s. He believed that openness was a duty of foundations and that the public was entitled to the fullest information and widest discussion on them. Foundations should operate with "glass pockets," he said, because the secrecy of one foundation damages the reputation of all foundations.

Organizing the Information Sharing

In a 1948 study for the Carnegie Foundation for the Advancement of Teaching, consultant Merritt M. Chambers proposed a national clearinghouse on foundations to throw light on what he said was one of the most conspicuous blind spots in philanthropy. In 1953 the National Committee on Foundations and Trusts for Community Welfare started just such a clearinghouse, albeit for one kind of foundation. Four years later, this organization became the National Council on Community Foundations, which in 1964 expanded and was renamed the Council on Foundations.

When the Foundation Center surveyed foundations for the first *Foundation Directory* in the 1950s, it encountered strong opposition from

many foundations which were fearful that a listing in the directory would increase the number of proposals they received. Some even threatened to sue the center if even public information about them was released. To test the validity of the fear of receiving a flood of applications, F. Emerson Andrews (who by now had left Russell Sage to become president of the then-named Foundation Library Center, where he coordinated publication of the first directory) invented a foundation in 1964 and gave it a small endowment, a deceased donor, and an address at a staff member's home. Andrews listed the "foundation" in the *Foundation Directory* with the notation: "not in a position to entertain present appeals of any sort" and recorded correspondence to the "foundation" in 1964, 1965, and 1966. The three-year listing produced a total of 192 pieces of mail, of which only 33 (17.2 percent) were grant proposals, an average of less than one appeal per month, several of which were repeat requests. Arguably, more proposals might have been received if the "foundation" had been given sizable assets or if grant requests would have been welcomed, but Andrews concluded that the experiment strongly suggested that inclusion in the *Foundation Directory* will not subject a foundation, if it carefully states its purpose and limitations, to a burdensome number of proposals.

In the 1960s, Congressional hearings on foundations featured intense debate, often laced with stories of abuses by foundations (many exaggerated, some not), reflecting concern about the scarcity of information on what they did with their money and eventually leading to the Tax Reform Act of 1969. The Treasury Department's 1965 report on foundations defended their importance, but observed that many attracted no public attention and gained no public support. The Commission on Foundations and Private Philanthropy concluded in 1970 that too many foundations were inaccessible, creating the suspicion that they were engaged in secret efforts to promote "obscure, devious, or even sinister purposes." The Donee Group, a collection of nonprofit organizations led by the National Committee for Responsive Philanthropy, criticized foundations in 1976 for their secrecy and urged Congress to require foundations to hold annual public meetings.

The Council on Foundations has encouraged foundations to recognize their accountability to the public for almost 25 years. In 1973, the Coun-

cil's first policy statement recommended that foundations accept the principle of full disclosure and take voluntary steps to reduce their secretiveness, thereby demonstrating their intent to serve the public in good faith. The Council's second policy statement in 1980 urged foundations to communicate with grantseekers and to publish annual reports, newsletters, and statements of program interests. In its 1984 policy statement, the Council identified five groups to which foundations are accountable: their founders, grantseekers, the public, the Internal Revenue Service, and state government agencies. The Council recommended that foundations maintain communication with regional associations of grantmakers, the Foundation Center, and local, regional and national independent sector organizations.

Like the Council on Foundations, the Foundation Center has done a great deal to improve the accessibility of foundations, chiefly by publishing the *Foundation Directory* (covering larger foundations) and the *Foundation Directory: Part 2* (covering smaller foundations)—both of which just came out in a CD-ROM version this summer. These two books are the most complete sources of information on foundations in the nation. To assemble the *Foundation Directory*, the Center sends a questionnaire to foundations and includes foundations in the book which do and do not complete the survey. Of the 7,292 foundations in the 1995 *Directory*, only about 37 percent replied fully to the questionnaire; the remaining 63 percent were included by the Center, using information from IRS returns.

The Foundation Center's policy is to publish available information on all foundations, whether or not they like the idea (to this day, many funders make a point of telling the Foundation Center that they do not). The Center began publishing the *Foundation Directory: Part 2* in 1990, and its 1995 edition includes 4,273 foundations, of which only 20 percent responded fully to the questionnaire; the other 80 percent were researched from public record by the Center.





WHY?

Self-Publishing the Basics

The annual report is a basic and effective vehicle for telling the public what a foundation has done with its money and enabling a foundation to carefully state what it will and will not do with its money in the future. The best gauge of how many foundations publish annual reports comes from 1995 Foundation Center survey data. When foundations with assets over \$1 million and grantmaking over \$100,000 per year (a universe of 10,956 funders) were asked whether they publish annual or biennial reports, only about 1,100 of them said they did. Of those that said they did not, another 775 said they publish other materials such as guidelines for grantseekers or statements of program interests (see "Did You Know," page 10).

Reasons to publish an annual report include the following: Annual reports can help decrease the suspicions that people have of foundations, dispelling damaging perceptions and preempting the need for more regulation about reporting. Featuring grantees in annual reports can give them valuable recognition and strengthen their chances of gaining funding after a foundation grant ends. They often serve as all-purpose handouts for over-the-transom inquiries, including those from the press. Above all, however, what's important is that the information is shared, not necessarily how it is packaged—some foundations do publish one-

page, photocopied materials—a concept that is strengthened by the new ease and low cost of posting documents electronically on the Internet.

This philosophy has been stressed by the Council and the Communications Network in Philanthropy, an affinity group of grantmakers. The two groups jointly sponsor the annual Wilmer Shields Rich competition and communications assistance service that recognizes effective annual reports and provides models of other useful foundation publications (see "At Your Service," page 67).

We've Come a Long Way; There's a Long Way to Go

Some foundations have adopted communications programs after being quiet for years, persuaded by other foundations, the Council on Foundations, or the public accountability provisions of the Tax Reform Act of 1969 (see "Pew's Complete Turnaround," this page). More foundations are participating in the *Foundation Directory* and publishing annual reports or other

The Commission on Foundations and Private Philanthropy concluded in 1970 that too many foundations were inaccessible, creating the suspicion that they were engaged in secret efforts to promote "obscure, devious, or even sinister purposes."

Pew's Complete Turnaround

J. Howard Pew once answered a question about his foundation's giving this way: "I'm not telling anybody anything. It's my money, isn't it?"

The J. Howard Pew Trust was so secretive that it was not even listed in the telephone book for nearly 30 years. It took nearly that long for the Pew Charitable Trusts (a merger of several Pew family funds) to issue its first annual report, which came out in 1979. "It was our hope," wrote Pew's president at the time, "that such a report would attract the requests [to] improve the effectiveness of our work. The response has been gratifying."

Since then, Pew has adopted a new philosophy on communication that is considered a model for foundations. Although the trust, one of the largest grantmakers in the nation, now employs a communication staff of eight and has the wherewithal to conduct sophisticated opinion polls and implement national advertising campaigns, its change in attitude about inquiries and openness can be emulated by smaller foundations as well. For example, Pew now encourages nonprofit organizations to improve their own public accountability, and will now consider requests for grants for such communications efforts as focus groups, advertising, polls, and teleconferences. Grantseekers are asked to propose strategies publicizing the results of their projects.

—D.Mcl.

public information material for the first time. But for every foundation that has improved its communication practices, others remain recalcitrant.

Some foundations continue to make excuses for their secrecy, chief among them that disclosure ruins their privacy, threatens their independence, attracts inappropriate requests, and publicizes their giving, which should be done quietly (see "No Excuses," page 21). These same justifications were used 50 years ago, and the counter arguments given then are still valid today: anonymity is impossible when public records exist, clear statements of program interests can reduce the number of inappropriate requests, and as public trusts, foundations may not isolate themselves from the marketplace of ideas, refusing to find the middle ground between protecting their privacy and serving the public interest. ■

TAKEN FOR GRANTED

Why do we have foundations, and what would life be like without them? It's becoming increasingly important for foundations to know how to answer questions like these.

BY JODY CURTIS

Back in 1975 columnist Erma Bombeck tried to describe what life would be like if volunteers suddenly all sailed away to another land. Titled a tad dramatically "Without Volunteers, A Lost Civilization," her column painted this sad picture:

...The hospital was quiet as I passed it. Rooms were void of books, flowers and voices. The children's wing held no clowns, no laughter. The reception desk was vacant....All the social agencies had closed their doors, unable to implement their programs of schooling, recreation, drug control, Big Sisters, Big Brothers, YW, YM, the retarded, the crippled, the lonely and the abandoned.

The health agencies had a sign in the window, "Cures for cancer, muscular dystrophy, birth defects, multiple sclerosis, emphysema, sickle cell anemia, kidney disorders, heart diseases, etc., have been canceled due to lack of interest..."

And what would life be like without foundations?

It depends on who you ask, of course, but people in philanthropy tend to view it as much the same question, with much the same answer. It could be argued that some nonprofits could do their work without using any volunteers; and that, without foundation funds, some nonprofits could continue their programs with funds from a combination of service fees, donations from individuals, and government contracts. But many believe that the bottom line of a world without foundation funding is this: a painful number of nonprofit programs would simply have to close up shop.

That's why some people

in philanthropy are warning that the "world without foundations" hypothetical is to be taken seriously, given the assumption that we've now entered a time of greater scrutiny that brings with it a greater potential of unwelcome regulatory reforms. We might not have to imagine a world completely without foundations, but a world with reduced incentives for new donors or without existing privileges of tax exemption.

If foundation staff and trustees do indeed face a greater likelihood of being asked to explain and justify how foundations contribute to society, then a roundup of some basic concepts might be helpful to keep at hand.

What's the Scope?

By the Foundation Center's last count, there are 38,807 foundations in the U.S. today. According to the 1996 edition of *Foundation Giving*, only about one-fourth of them (10,800) have more than \$1 million in assets. But this one-fourth holds nearly 97 percent of all foundation assets, and gave 90 percent of all grant dollars awarded last year. In 1995, the latest year of record, all foundations gave away more than \$11.3 billion in grants.

The ability of foundation money to fill in for government cutbacks—the "capacity" issue—has been raised recently in the political arena. This discussion has revealed how people who otherwise are well-informed seem to think foundations have more money than they do, or are a larger part of the charitable sector than they are. According to the Council on Foundations, foundations lack the resources to replace big cuts in government programs. For



WHY?

People who otherwise are well-informed seem to think foundations have more money than they do, or are a larger part of the charitable sector than they are.

example, the entire universe of foundation giving—the \$11.3 billion, going across all areas from arts to housing to health and human services—amounts to less than 10 percent of what the federal government spent last year on just three human services programs: Aid to Families with Dependent Children, Medicaid, and food stamps. Looking at it another way, \$11.3 billion is about the same as what the government spent last year just on the National Institutes of Health.

The Origin of the Sector

The nation's founders created a system that separates private enterprise from the public sector. Some scholars have argued that the number of "sectors" stops with these two: the public, which is coercive, and the private, which is voluntary. Others have said that the work of foundations and other nonprofits, while voluntary, falls into a third sector that takes on what corporations can't do, given the profit motive, and government can't do, given the need to treat citizens equally. (And more recently, it's been posited that there's a fourth sector comprised of informal, citizen-led activities that are not under the auspices of an organized 501(c)(3).)

According to James Leiby, who wrote "History of Social Welfare" for the National Association of Social Workers, American voluntary groups

organized to address needs that went beyond the various services provided by religious groups. The government gave tax exemption both to the voluntary agencies and to the wealthy individuals who contributed to them in an effort to encourage the development of this voluntary system. According to Leiby, American tax law in this area is modeled after English charity laws, which as far back as 1601 made it possible for rich people to make large gifts of land or money directly to charities instead of to the church to redistribute to the needy.

Getting Down to Basics

Those in the field may have a good understanding of the nonprofit sector and how foundations work within it, but often find it is not so easy to explain, in general terms, to others. A number of readily available resources outline, in facts, figures and prose, what foundations contribute annually and over longer periods of time. (For some background on frequently asked questions, see "Answering Foundation FAQs," at right.)

So, what are foundations and what do they do? One of the most basic of basic answers suggested by the Council on Foundations will fit on the tip of your tongue: "Foundations support a wide range of charitable activities in order to serve the common good." ■

Answering Foundation FAQs

The following information is gleaned from Council on Foundations and Foundation Center materials, cited below:

What are foundations? Endowed foundations are created with money from individuals, families or corporations. They make grants or operate programs with the income earned from investing the endowments.

Foundations are regulated by Congress and the Internal Revenue Service. Since 1969, the tax code has distinguished between private foundations—which generally make grants from a single endowment's earnings—and public charities, which also make grants, but generally raise money from multiple sources. Both foundations and public charities use the term "foundation" in their titles, but different laws apply to them and how they operate. The Council on Foundations categorizes grant-makers into five types: independent, family and corporate (all are private foundations), community foundations (public charities) and corporate giving programs (often their grants are made not from endowment but a percentage of annual profit).

What do foundations do? Foundations make grants to nonprofit organizations and, less frequently, to individuals. The concept of "the research and development arm of society" is often used to describe how foundations use funds to try new approaches to solving problems. More than 30 years ago, the Treasury Department studied foundations and described them as "uniquely qualified to initiate thought and action, experiment with new and untried ventures, dissent from prevailing attitudes, and act quickly and flexibly." Foundations are guided in their grantmaking by instructions from their donors, which determine whether a foundation is broadly or narrowly focused on certain issue areas.

Resources

■ The Council on Foundations has several fact sheets that give an overview in layperson's language. "About Foundations," "Types of Foundations," "Great Grants," and "Giving Through Foundations" are available on the Council's Web site, <http://www.cof.org>. Call 202/467-0427 to request a free catalog of other Council publications.

■ The Foundation Center publishes a number of books on foundation giving and statistics, including two facts-and-figures annuals: *Foundation Giving* and *The Foundation Directory*. Call 800/424-9836; free catalog available.

Invisible and Indelible?

It took 12 years for Mildred S. Gillam and Jean Barth Toll to compile *Invisible Philadelphia: Community Through Voluntary Organizations*, a 1,300-page book that's nearly as heavy as a newborn. They'd originally set out to document volunteering back to its roots in colonial times, and ended up creating a volunteer project of their own: all told, Gillam and Toll coordinated 585 essays about 1,700 nonprofit organizations written by 500 people, all of whom donated their time in creating this book. It was published in 1995 by the Atwater Kent Museum (215/351-9815).

The sum of the book's parts is a picture of the longevity, variety and flexibility of not-for-profit, nongovernmental efforts of citizens. Given their prolonged immersion in tracking how nonprofits contributed to one city, FN&C asked the editors for their observations.

FN&C: Do you consider what de Toqueville wrote about the American proclivity to forming associations synonymous to a proclivity to forming nonprofits?

Toll: They're not exactly synonymous. What happens is that, over and over again, individuals decide they want something like a hospital, so they get other people together with them, and get it going. At the point when they need to get funding, it becomes a nonprofit. For example, what is now the University of Pennsylvania began as a "charity school." Over the years, the groups institutionalize. The word "nonprofit" implies there's a money stream, buildings, employees.

Gillam: Voluntary associations, on the other hand, could also be clubs that meet just for social purposes. They're not all likely to become nonprofits.

FN&C: On the book's jacket there's a blurb from the mayor, who wrote, "Philadelphia's nonprofit organizations have left an indelible mark." Can you explain why they're indelible and at the same time—using your word—invisible?

Toll: It's so enormous and diverse that it's hard to measure all the efforts, to quantify all the activities. Each group has its own way of doing things, whether the focus is arts, science, historic preservation or human services. I do believe that all over the country Americans are the same in that they make the effort to make things happen. I think it is the nature of Americans to be individualists and optimists and the combination is very healthy. I disagree with [Harvard University Professor Robert] Putnam on this; I think there is a lot more volunteering going on. Some one-shot projects actually involve people all year long, like working on the Mummers parade or a flower show, and what's important is that this one project connects people with their community.

I think that the problems have stayed very much the same over the years, too. Despite many attempts, they haven't been solved yet. We still have problems with welcoming and caring for immigrants. In the 1840s there were Irish Catholics coming over, and there were riots. Homeless people are not new; we used to call them vagrants. We've had daycare all along; sewing rooms made arrangements for the children so that women could work. We've had poor people, health problems, and environmental problems all along, and people have worked on them throughout history. How they handled them may be different, but the great thing is that because people continue to try to do something about these problems, all these efforts keep a lid on it. They keep things from erupting.

Gillam: The early groups were more charitable than philanthropic, with the latter tending to look at longer-term cultural advancement and education. Many of the larger groups, such as the lung and heart associations, began with a handful of people who were very concerned about root causes, and they got philanthropy to support them in doing more than alleviating symptoms. ■

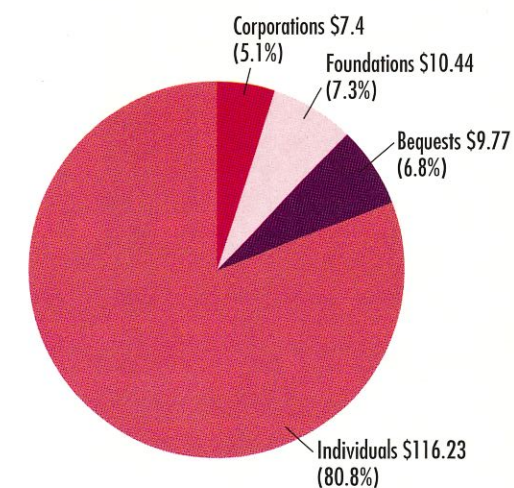
—J.C.

Keeping Perspective

The annual *Giving USA* tracks foundation giving and puts it in context, showing how it compares with charitable giving from other sources. That foundation giving is one of the smaller slices of the pie—a little over 7 percent of the whole—often surprises people.

Total Giving in 1995: \$143.85 Billion

Contributions, By Source (in billions)



Source: *Giving USA 1996*, AAFRC Trust for Philanthropy, 212/354-5799.



What Have Foundations Done Lately?

BY MARY ANN ZEHR

A year ago *Foundation News & Commentary* and the Council on Foundations researched foundation-funded programs that ultimately touched the lives of most Americans in this century, and confirmed that foundation money was behind the development of vaccines for yellow fever and polio, public libraries, Sesame Street, Emergency 911, the Pap smear, the hospice movement, community colleges—even in testing how something as simple as painting white lines on the highways could prevent accidents and save lives (see “For the Record,” March/April 1995).

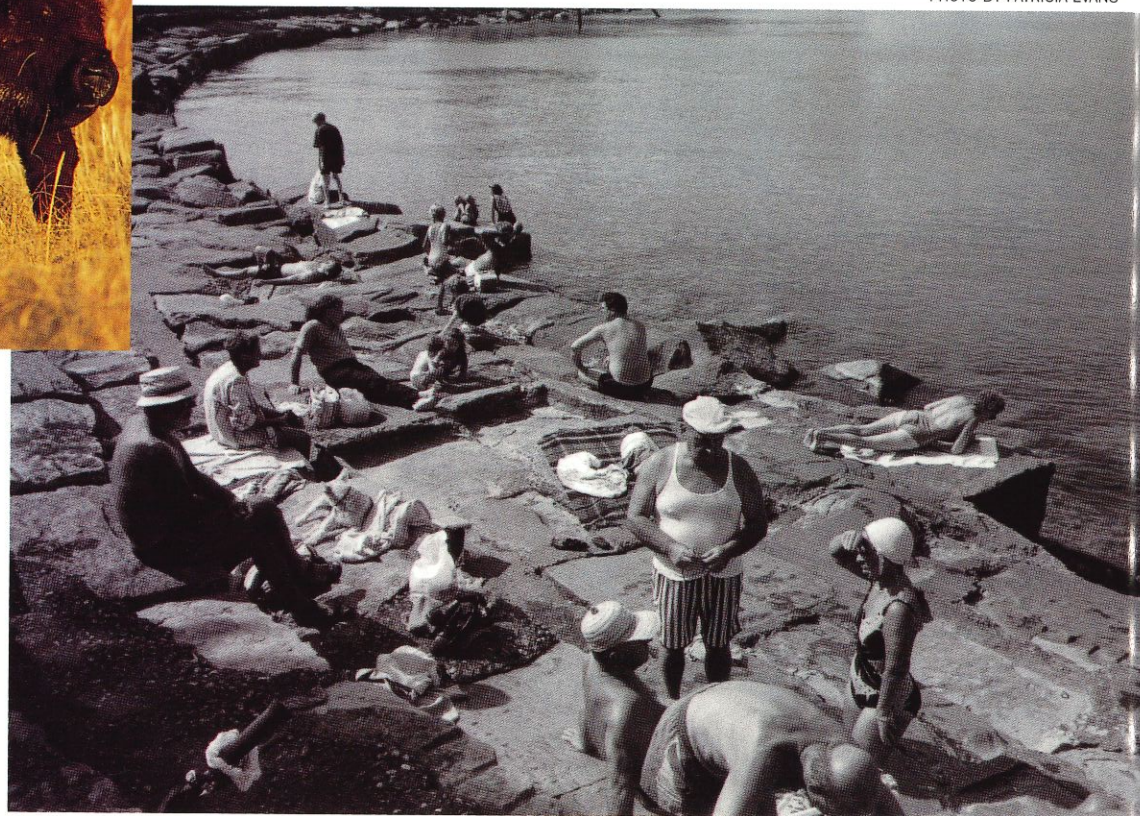
This year we sought out foundation-funded activities that were more recent—within the last 10 or 15 years—but still had broad impact. For example, the powerful Keck telescope (pictured on this page) in Hawaii, was built by a foundation. Here is a sampling of what we found.

We’d like to continue identifying and publishing examples of great grants. Do you know of a program or concept that has improved the lives of many that wouldn’t exist if a foundation hadn’t funded it? Send a description to Mary Ann Zehr (e-mail: zehrm@cof.org).



Foundations have helped preserve the environment, by helping to purchase land—such as for the Tall Grass Prairie Preserve in Oklahoma, left—and protecting the Great Lakes, below.

PHOTO BY PATRICIA EVANS



EXPLORING THE UNIVERSE

The W.M. Keck Foundation in Los Angeles, California, built the two largest optical telescopes in the world. Measuring ten meters across each, the twin telescopes—Keck I and II—stand on the summit of Mauna Kea, a dormant volcano on the Big Island of Hawaii.

Keck I was finished and dedicated in 1991. It was the first telescope to use 36 hexagonal mirrors in a computer-controlled environment, which gave it four times the light-gathering power of Caltech's 200-inch Hale Telescope, then the second largest telescope in the world. Keck I is so powerful that it can see something as faint as a 25-watt light bulb four million kilometers away. Among its accomplishments: taking the deepest infrared image of the sky ever obtained, and confirming the most distant known group of galaxies, which are possibly in the early stages of formation.

Keck II was dedicated in May of this year and will be fully operational in October. In providing \$135.3 million for construction, the foundation paid 80 percent of the costs for building both Keck I and II. NASA, motivated in part by the possibility that the telescope may be able to detect planets outside our solar system, has contributed to the construction of Keck II. The University of

Hawaii has provided the observatory site and the University of California covers operating costs.

PRESERVING WHERE THE BUFFALO ROAM

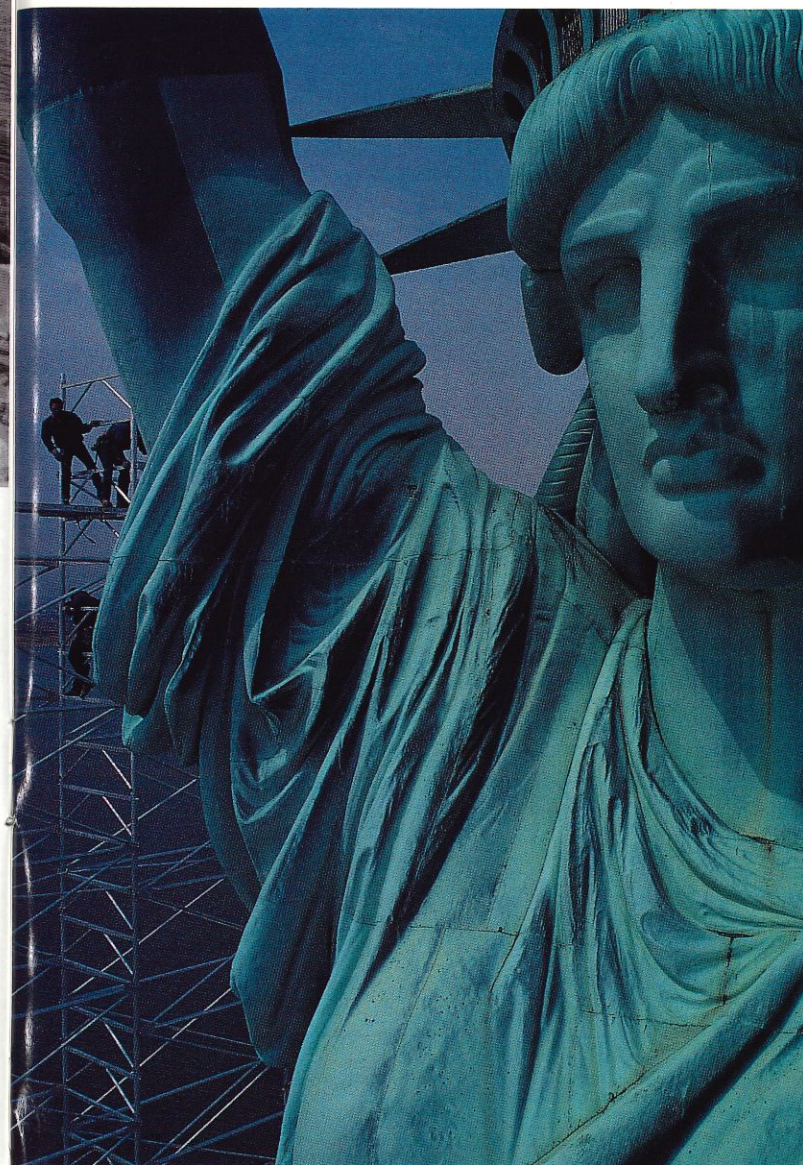
By keeping land safe from development, the 11.5 million acres owned and protected by the Nature Conservancy preserves the habitats of wild animals and plants. The Arlington, Virginia-based nonprofit owns and protects 1,500 wilderness preserves in the United States. In addition, it often purchases land for state or federal agencies, such as the U.S. Fish and Wildlife Service, if they cannot immediately come up with the money.

In the early 1980s the Richard King Mellon Foundation in Pittsburgh, Pennsylvania, gave the organization two large grants, which helped to create the capital base that allows the Nature Conservancy to do a lot of its land purchases today. The first grant, a 1:1 matching

grant for \$15 million, was for the Rivers of the Deep South preservation project. The second one, a 2:1 matching grant for \$25 million, was for a National Wetlands Campaign. The grant money became the Land Preservation Fund, a revolving loan fund that the Nature Conservancy now dips into to purchase land for other organizations and agencies as soon as it becomes available on the open market.

Other foundations have been primary supporters of similar Nature Conservancy efforts. The Kresge Foundation, in Troy, Michigan, has consistently provided challenge grants toward the end of Nature Conservancy projects, intended to bring in the last spurt of funding needed to complete a project. This was the case in the early 1990s, when the Nature Conservancy purchased a private 36,000-acre ranch in Pawhuska, Oklahoma, and turned it into the Tall Grass Prairie Preserve. An \$850,000 challenge grant from Kresge helped the Nature

© PETER B. KAPLAN, 1996, NYC, ALL RIGHTS RESERVED



Corporate money helped give the Statue of Liberty, above, more than a face lift.

Conservancy to raise the last \$3.4 million needed to complete the \$14 million project. The conservancy has introduced bison to the preserve, which because of how they move over the land, wallow in the grass, and so forth, help to keep the tall grass prairie healthy.

MAKING THE GREAT LAKES GREAT AGAIN

In the 1970s, the biological life in the Great Lakes was in trouble. Lake Erie was called "dead." The Cuyahoga River, which feeds into Lake Erie, caught on fire. Since then such legislation as the Clean Water Act, passed in 1972, has helped to improve the quality of the

water in the Great Lakes. Key funders for Great Lakes protection have been the Joyce Foundation (\$8

million over the last decade), the Charles Stewart Mott Foundation (\$15.8 million since 1983) and the George Gund Foundation.

In the 1980s, the Joyce Foundation, created or helped to create a small set of organizations that have helped to make people realize that the Great Lakes are an ecosystem. Joyce covered start-up costs for a Great Lakes office in Chicago of the Sierra Club in 1986 and contributed to the Great Lakes Protection Fund, which since 1990 has been giving grants to groups trying to find solutions to problems in the lakes that cross the borders of several states. For example,

(Continued on page 38)

Corporate Giving Helps to Restore Lady Liberty

By the late 1970s it was clear that nearly 100 years of standing in New York Harbor had taken its toll on the structure of the Statue of Liberty, which was donated to the United States by France in 1884 and administered ever since on Liberty Island by the National Park Service. Congress was asked for but unable to come up with the money for substantial repairs.

In the 1980s the Statue of Liberty-Ellis Island Foundation in New York City raised money from corporations, foundations and individuals to restore the statue and spruce up nearby facilities, including the crumbling historical buildings on neighboring Ellis Island. The restoration of the statue and Liberty Island was finished in 1986, at a cost of \$86 million; the new Ellis Island museum cost \$162 million and opened in 1990. Lee A. Iacocca, then chairman and CEO of the Chrysler Corporation, chaired the foundation's fundraising effort. Some of the funds went to an endowment earmarked for the upkeep of Liberty Island in the future.

Corporations were notably strong givers; they covered about 25 percent of the cost of the restoration. Twenty company sponsors contributed at least \$5 million each, including Coca-Cola, Kellogg, Eastman Kodak, and American Express (which also ran a highly visible cause-related marketing campaign, donating a certain amount to the restoration each time a card member made a charge).

—M.A.Z.

Award

Grants Management Software
for Foundations and Corporations

A Whole New Way To Work

No one can make grant-making easy. But Award can make managing the grant-making process easier. Discover a whole new way to work with Award, the next generation of grants management software for foundations, corporations and other grant-making organizations.

Track the entire life cycle of a proposal from an initial inquiry all the way to the final payment. Quickly prepare dockets for a committee meeting or staff review. Manage your employee matching gift program. Set up a

successful volunteer project. Use the calendar to record meetings, phone calls, site visits, to do items and more. Let the system automatically remind you of what needs to be done and when.

Award gives you all the tools you need. So you can spend your time working on goals for tomorrow, instead of just trying to keep up with today.

For more information on Award, please mail the business reply coupon, contact us via Internet mail at sales@blackbaud.com, or call us at today at

1-800-443-9441.

☐ I want to see a whole new way to work. Please send me information on Award.

Name _____
Title _____
Organization _____
Address _____
City _____
State _____ ZIP _____
Phone _____

You may FAX this to 803-740-5410.

FN/9/96

The image displays several overlapping screenshots of the Award Grants Management Software interface. The main window, titled 'Award - Grants Management', shows a menu bar with options like File, Edit, View, Quick, Request, Jump, Write, Window, and Help. Below the menu is a toolbar with various icons. The main content area is divided into tabs: Request, Demographics, Assignments, Contacts, Payments, Requirements, Actions, Attributes, Media, and Notes. The 'Request' tab is active, showing a form for 'Add a New Request for New York University'. The form includes fields for Department (Graduate School of Arts and Sciences), Sponsor org, Request type (Cash Grant), Project name (Education 2000: Science for Girls), Request amount (500,000.00), Date received (02/09/1994), Fiscal yr (1994-95), Description (A 4-year project to evaluate alternative modes of science education for 6 to 10 year old girls), Recommendation (Approve), and Recommend amt (400,000.00). Other fields include Status (Active), Request ID (1994-0462), Program officer (Theresa Brown), Start date (01/01/1995), End date (12/31/1998), Term in years (4), and Budget acct (Foundation Education). A 'Next progress report' section shows dates and amounts, with a note '(OVERDUE)'. Other screenshots show the 'Add an Action' window, the 'Edit Notepad' window, the 'Summary' window, and the 'Create Payments' window.

Blackbaud

Helping You Make The World A Better Place
4401 Belle Oaks Drive • Charleston, SC 29405-8530 • WWW Site: <http://www.blackbaud.com>



Business
Alliance
Programme

ORACLE
Enabling the Information Age

Microsoft
SOLUTION PROVIDER

REPORTS by
CRYSTAL

local environmental groups are trying to solve the problem of the invasion of foreign species—such as the zebra mussel or the spiny water flea—carried by foreign ships into the lakes.

Joyce joined with the Charles Stewart Mott Foundation to help create the Great Lakes Natural Resource Center, a program of the National Wildlife Federation. The center was successful in getting the views of environmentalists incorporated into the Environmental Protection Agency's draft of uniform standards (passed March 1995) for how much mercury or other toxins companies can put into the Great Lakes.

These efforts have all contributed to the water in the lakes getting cleaner. In the 1990s, long lasting toxins, such as mercury and PCBs, in the lakes decreased substantially, according to the EPA.

EDUCATING AMERICANS ABOUT CIVIL RIGHTS

"Eyes on the Prize," a 2-part, 14-hour documentary film about the American civil rights movement, first aired on PBS in 1987. It has since been used to teach history in hundreds of schools, and has created a legacy beyond the event of its initial broadcast. For example, in 1991, when a New Jersey woman was convicted of paying a man \$75 to burn a cross on the lawn of a black family, a U.S. District Judge sentenced her, the man and an accomplice to watch "Eyes on the Prize" in its entirety, according to the *Philadelphia Inquirer*.

"Eyes on the Prize" parts I and II document the civil rights movement from 1954 to 1965 and from 1965 to 1985. The series uses news clips and interviews with participants to vividly describe events that previously had been

overlooked in many textbooks. "Eyes on the Prize I" was nominated for an Oscar in 1988 and has won two Emmy Awards. "Eyes on the Prize II" won four Emmy Awards. The series was produced by Blackside, Inc., (its executive producer was Henry Hampton) and cost about \$9 million. Foundations (46 altogether) paid for 40 percent of the cost of part I and 62 percent of the cost of part II. The rest of the money came from state humanities funds, corporations and the Corporation for Public Broadcasting. The series has been broadcast in more than a dozen countries and is used to teach history in schools in Japan and South Africa.

MAKING ACADEMICS A PRIORITY IN COLLEGE SPORTS

If kids go to college, they should get a college education. That is the philoso-

phy of the John S. and James L. Knight Foundation in Miami, Florida. By funding a 22-person commission on college sports from 1989 to 1995, the foundation was able to bring about specific reforms in college athletics.

In the early 1990s, the National Collegiate Athletics Association raised standards for academic performance by athletes. And in a move to overhaul its governance structure, the NCAA adopted changes in January of this year that will lead to presidents having more control over their athletic programs. A January 23, 1996 editorial in the *New York Times* gave the Knight foundation credit for recommending the changes: "The new structure was lifted chapter and verse from the Knight Commission on Intercollegiate Athletics, which suggested five years ago that presidents take control of athletic departments, put a stop to questionable practices and make sure that 'the terms under which athletics will be conducted in the university's name' are set by administrators, not coaches." The editorial went on to say that the changes by the NCAA were "partly driven by fears that continued scandals involving recruiting violations and pay-offs to athletes would bring Federal intervention." The new governance structure will take effect in August 1997. The foundation spent \$4 million on the commission.

PROGRAMMING AT NATIONAL PUBLIC RADIO

National Public Radio celebrated its 25th anniversary in May of this year. Its annual budget is about \$50 million, with private foundations paying for about 15 percent of it. (Most—about 66 percent—of NPR's income comes from member stations; 1 or 2 percent comes from government, and the rest from corporations and foundations.) Foundation grants have enabled NPR to provide programming on topics that tend to go untouched by commercial broadcasting.

For example, the Pew Charitable Trusts is supporting an election project this year, which aims to report more on issues identified by citizens and less on the race and campaign strategy. In 1994, a grant from Pew created a religion beat at NPR; \$100,000 from the Lilly Endowment in 1995 expanded the beat, and this spring the Lila Wallace-Reader's Digest Fund announced a gift of \$4.5 million for arts and culture programming, which includes programs about jazz.

IMPROVING U.S. SCIENCE EDUCATION

What's it like to be a scientist? Howard Hughes Medical Institute is giving thousands of school kids a chance to find out firsthand. In 1987, the Chevy Chase, Maryland-based institute launched what has become the nation's largest privately funded initiative to improve the performance of U.S. students in science, particularly among minorities and women and girls. (While the institute is technically a medical research organization under the federal tax code, its grants program for all practical purposes operates like a foundation.) The institute has given \$548 million for science education on all levels—from elementary to graduate school.

More than \$87 million has been used for science programs to benefit elementary or secondary students. The money supports a range of activities, including: high school teachers upgrading knowledge about science while on sabbaticals at universities or research labs; university professors working with kids or teachers on real-life experiments; programs at museums, aquaria, botanical gardens and zoos to interest kids in science (\$11 million has gone to this effort so far; the institute just announced it will award \$8 million more in 1997). An estimated 56,000 students and 16,400 teachers have participated in activities of the Hughes-funded programs.

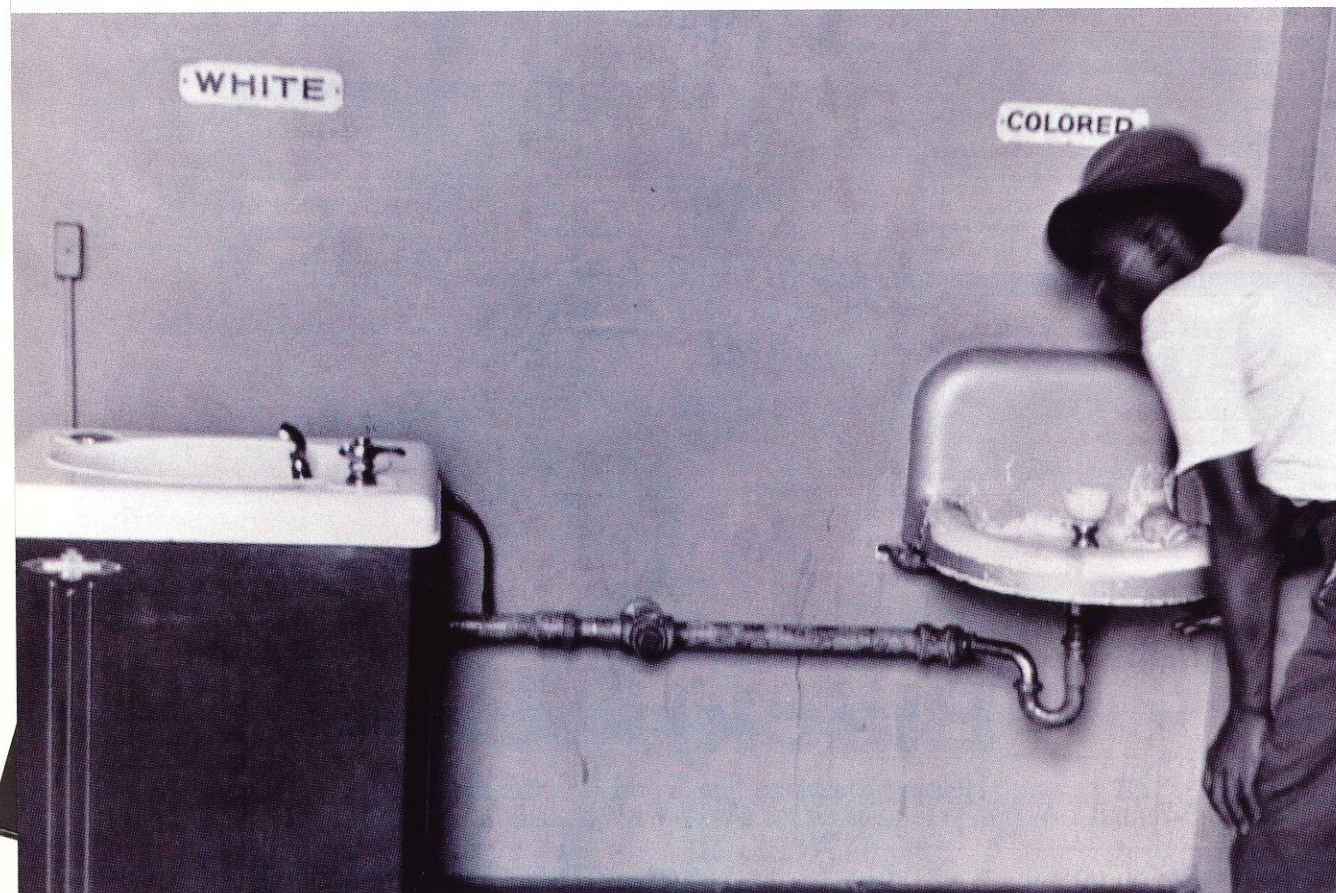
INTRODUCING "DESIGNATED DRIVER"

Drinking and driving don't mix: it was only in the last decade or so that Americans began to hear this message. But by 1991 the term "designated driver" had become so much a part of American life that it was included in the *Random House Webster's College Dictionary*. That same year, one pollster with the Roper Organization concluded: "The designated driver concept is fast becoming ingrained in the nation's psyche... [it] has likely saved many young lives."

According to the National Safety Council, alcohol-related fatalities have decreased substantially over the last ten years; education campaigns have been one positive influence on the statistics.

The designated driver concept originated in Sweden, where it is commonplace for friends to choose a driver who agrees not to drink any alcohol. It was introduced to most Americans as a new social concept by a public education program led by Jay Winsten, associate dean and director for the Center for Health Communication at the Harvard School of Public Health. From 1988-1992, Winsten enlisted Hollywood heavyweights and television networks to spread the word. Grants from the Max Factor Foundation, Pew Charitable Trusts, the Commonwealth Fund, the GTE Foundation, the Exxon Corporation and the ARCO Foundation paid for the whole campaign (it cost several hundred thousand dollars for each year). The television networks provided what Winsten estimates to be more than \$1 million worth of air time and labor.

More than 160 prime time programs—including *L.A. Law*, *The Cosby Show* and *Cheers*—included subplots, scenes, dialogue or (in 25 cases) an entire 30-minute or 60-minute episode supporting the campaign. In addition, ABC, CBS and NBC promoted the designated driver concept through public service announcements. ■



© ELLIOTT ERWITT/MAGNUM PHOTOS, INC.

Foundations backed a film that documented segregation, left, and the civil rights movement.



BY JOHN THOMAS

Lessons Learned About "Educating" the Public

A number of national and local organizations, including Independent Sector, are planning increased efforts in public education about foundations, nonprofits and the whole sector itself. As these efforts go forward it might be helpful to review some lessons we've learned so far, over the nearly ten years of our own ongoing national campaign.

"Give Five" began in the spring of 1987 as a public service ad campaign with the goal of increasing individual giving and volunteering in this country.

It was inspired when our surveys picked up that Americans wanted to give and volunteer more, but they didn't really know what was expected of them. Thus Give Five: the campaign was created to suggest that individuals donate 5 percent of personal income and 5 hours of volunteer time per week to the charities or causes of their choice. It mainly consists of print and broadcast ads, produced and distributed by the Advertising Council.

By the way, have you already heard of Give Five? It's possible that many readers of this magazine have not. And this leads to the first lesson I learned:

1. Wide recognition won't happen overnight. This is especially true if all you've got to get your message out is occasional free public service time and space. To make a significant impact, there must be long-term commitment to a campaign, to its funding, to outreach, and to a variety of related public relations and marketing strategies. We're talking decades, not years.

After observing a number of campaigns, I think I have a pretty good idea of the ideal conditions necessary for running them. They would include having a sponsoring organization that fights a single, serious problem in society. The organiza-

tion would have affiliates located throughout the country, which can and will follow through with local media. Together, the national and local offices would focus, laser-like, on a single message, keeping it "job one" for ten years, 20 years, or however long it takes.

2. When the message is getting old and tired and stale and routine and has lost its excitement for you and those working with you, it is probably just starting to have an effect on those for whom it's intended. Well, so much for my ideal. Let's get real: It is extremely hard to focus on a public education campaign for a long period of time, even when utopian conditions really do exist. People get tired of things. After several years, a public education effort gets old, especially to those working with it every day. And yet, that's when persistence really counts. The best advice I ever received from an advertising expert was this: "When it's getting old to you, your target audiences out there are probably just starting to see it" (or hear it, or be aware of it).

One of the all-time best public education campaign slogans is "A mind is a terrible thing to waste." In the early days of Give Five, when I was feeling frustrated and impatient, Chris Edley, then-president of the United Negro College Fund, reminded me that it took his organization ten years with this campaign to get even close to "household name" status. Those ten years have stretched out to 20 now, and UNCF's campaign is still going strong.

Then of course there's Smokey Bear, who has reminded us since the dawn of time that "Only you..." I don't have to finish the quote because you know the rest. Note that Smokey never changed his tune. And we got the message.

3. The most important target audience may be your own members, affiliates and colleagues. This is particularly true at the outset. Consider my ideal example again, where national and local groups are working "on message" in lock-step. This is highly unlikely for the simple reason that members and affiliates of nonprofits have a lot of issue-specific, service-oriented work to do. General education about the value

of philanthropy to society is just not job one for them.

Don't get me wrong. Nonprofit leaders are hardworking, passionate people. They are very busy and devoted to their specific causes. The extent that we can sell local colleagues on the importance of a general effort about the sector is critical; promoting the big picture is always going to be a hard sell.

4. All public education is local. Or at least most of it—as in the maxim about politics. That's why we need local players as collaborators. No matter whether you're targeting Congress, business leaders, or the media: you always find folks where they live. They live in Nashville as well as New York; Wauke-sha as well as Washington; Hartford as well as Hollywood.

Our biggest successes with Give Five have come where local coalitions help move our message to an audience in their defined geographic community, whether city- or state-wide. Some start with baseline surveys, and gather a diverse group of local organizations to help fill the gaps in public knowledge. We know it works because subsequent surveys show significant increases in giving and volunteering in the same defined regions.

Our biggest frustrations with the Give Five campaign have come in the areas where we haven't been able to fully engage local organizations in the effort.

5. Make the message compelling enough to pass the "Big Yawn" test. I've noticed that a large number of diverse nonprofits will quickly come together to fight legislative threats—threats to the charitable deduction, or the freedom of nonprofits to lobby, for example. Common goals of the nonprofit sector can become job one, or close to it, if perceived as urgent enough. When this is the case, nonprofit collaboration is a beautiful thing to watch unfold.

Wondering why one challenge seems so much easier to rally around than the other, I assembled a group of rocket scientists, hoping they could give me an answer. They noted it was obvious that the latter two examples are compelling because they're about preserving the very future of American philanthropy. They're about survival! Anything less than life-

Make your message compelling and make it last: Independent Sector's experience with the Give Five campaign offers those and other lessons on how to tell the world about nonprofits.

and-death is seen by many as fluff.

All right, I made up the part about the rocket scientists, but the answer rings pretty true, doesn't it? That's because people working in the nonprofit sector are feeding, clothing, housing, helping, health-care providing, saving, preserving, enriching, mobilizing, caring, advocating, funding, fundraising and, yes, educating. In this era of tight budgets and short staffing, anything about nonprofits that smacks of public relations, marketing, promotion or the like is seen as a frivolous extra. It may be acknowledged as having some benefit sometime, somewhere, but when compared to fires that need dousing now, it's hard to make public relations—or public education—a priority. Try to compete in the message market with a soft idea about "fostering a better understanding of the third sector of American society" and your likely response: Big yawn. Lesson learned.

Sometimes, when explaining the mission of my organization—Independent Sector—I say, "We're working so there'll be a nonprofit sector 100 years from now." Give Five, intending to increase giving and volunteering, is a piece of that preservation. Working for the passage of the right legislation and for heading off the wrong legislation are parts of that preservation. Additional research and good management programs are parts of that preservation.

In addition, educating our leaders (and our followers) on what this sector is, does and means to the future of America is a key part of that preservation. Well-conceived, well-planned, well-funded and well-sustained public education is about survival. The day we realize that and commit to it is the day public education becomes a true and deserving partner with each of our specific causes—with that job one priority.

Lesson to be learned. ■

John Thomas has been vice president, communications, with Independent Sector since it was founded in 1980 as a national coalition of nonprofit organizations, foundations and corporate giving programs.



ILLUSTRATION BY BARRY FITZGERALD



Fueled by a handful of scandals, reporters are growing more cynical about foundations and nonprofits. But what needs to grow instead is the number of reporters who will understand and cover our sector. Fortunately, there's been some movement in this direction in the Tar Heel State.

DON'T SKIP THIS BEAT

BY TODD COHEN

There's a big news story unfolding in America, but you wouldn't know it from reading your local newspaper. Here's the scoop: With government in retreat and businesses fighting for market share, the tough jobs in our communities increasingly are falling to the nonprofit sector.

The world of nonprofits, however, is beyond the radar screens of most reporters. The healthy skepticism that reporters traditionally applied to their work has deteriorated in recent years into cynicism and contempt for do-gooders. Foundations always were somewhat suspect in the eyes of reporters, and that suspicion has simply deepened with recent scandals. And reporters sometimes find it hard to grasp the changes sweeping our society in 250 or 500 words at a time, on daily deadline. Reporters are trained to focus within the artificial boundaries of their assigned "beats," which are typically delineated as crime or city hall or public schools or business.

Yet it's precisely in that gray area between traditional institutional beats that nonprofits do the work that lies at the heart of our communities.

It Began Over Lunch

In North Carolina, a small but growing corps of reporters is beginning to look through the nonprofit lens.

Five years ago, I was business editor of *The News & Observer*, the daily newspaper in Raleigh. I had been a reporter for weekly and daily newspapers and written about government,

Todd Cohen is editor and publisher of the Philanthropy Journal of North Carolina. FN&C readers interested in getting a copy of the newspaper may call 919/899-3742 to request one.

It's precisely in that gray area between traditional institutional beats that nonprofits do the work that lies at the heart of our communities.

business and education. I suddenly realized, however, that newspapers had failed to report on the nonprofit sector.

So I began writing a weekly column about philanthropy in the Sunday business section of *The News & Observer*. The response was overwhelming. Seeing that the newspaper finally was reporting on philanthropy, people who worked for nonprofits, foundations and corporate community relations offices deluged me with news releases about grants and gifts, staff and board appointments, and innovative programs and initiatives.

I was writing the Sunday philanthropy column on my lunch break and found I could not do justice to the "beat." So I proposed to Frank Daniels, Jr., publisher of *The News & Observer*, that we create a separate newspaper to report on philanthropy. I left my job as business editor to start the *Philanthropy Journal of North Carolina*, which was funded by The News and Observer Foundation, and began publishing in September 1993.

(The Daniels family had owned *The News & Observer* for 101 years, but sold it in August 1995 to McClatchy Newspapers in Sacramento, California. The *Journal* was not part of the sale and now is an independent, 501(c)(3) nonprofit separate from *The News & Observer* and McClatchy. I continue—as a freelancer now—to write the philanthropy column in the Sunday business section of *The News & Observer*.)

The *Journal* is the first statewide monthly newspaper in the U.S. to report on the nonprofit sector. Our tabloid newspaper averages 24 pages and includes news on nonprofits, foundations, volunteers, corporate giving and fundraising. We report on local, state and national trends in philanthropy. Our editorial page features guest opinions and letters to the editor. We publish announcements of grants and gifts, news about people and organizations and a calendar of conferences, workshops and other nonprofit events. We are the leading marketplace in our state for advertising nonprofit and fundraising jobs, and professional services for nonprofits. We publish an annual survey of capital campaigns in the state, as well as special issues on topics such as nonprofits' use of technology. We have a Web site, offering news and classifieds (<http://www.philanthropy-journal.org>). And we also function as a convenor, sponsoring an annual fall con-

ference for foundations and corporate funders, and an annual spring conference for our state's entire nonprofit sector.

The Journal Model

The *Journal's* story holds lessons for the news business and for the nonprofit world, both of which share the job of better engaging citizens in the life of our communities. Taxpayers, elected lawmakers and private donors are growing skeptical about the importance of the civic sector to our communities. Newspapers—all of them, in my opinion, not just the nonprofit trades—should be reporting on the critical role that nonprofits play. Nonprofits (and I include foundations in this group, as foundations are nonprofits that exist largely to fund other nonprofits) should be working to make sure their story gets told.

In North Carolina, the *Journal* has made progress on both fronts. While keeping people in the nonprofit world informed and connected to one another is our primary focus, we've made it part of our mission to train reporters on how to "do" nonprofit coverage.

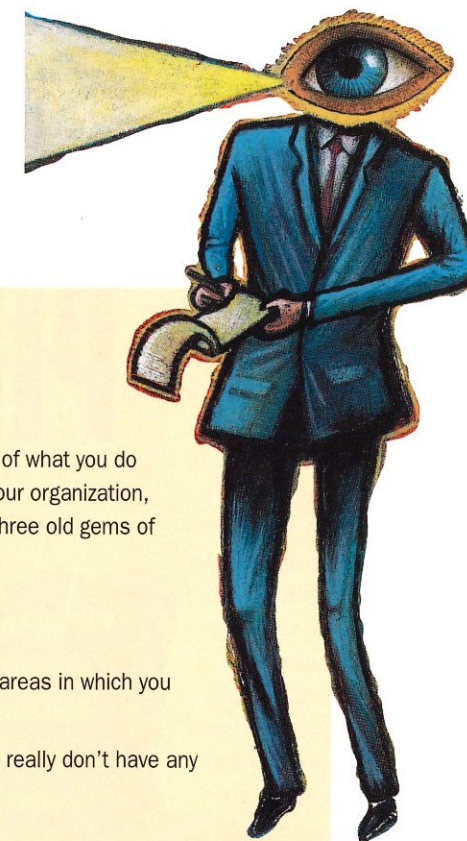
With grants from foundations, the *Journal* offers one-year fellowships to train reporters to cover nonprofits. We helped organize an all-day seminar in January 1995 on nonprofit reporting at the School of Journalism and Mass Communication at the University of North Carolina at Chapel Hill. The seminar, funded by Independent Sector, attracted reporters from newspapers throughout the state, as well as nonprofit communications officers. As a result of the seminar, the *News & Record* in Greensboro invited nonprofit leaders to a brown-bag lunch with its reporting and editing staff to talk about strengthening the paper's nonprofit coverage—and then created a beat to cover religion, ethics and philanthropies. The *Charlotte Observer* has created a column on giving that appears every other week, and the *Charlotte Business Journal* has created a nonprofit beat. The University of North Carolina at Chapel Hill School of Journalism and Mass Communication plans to offer a class in nonprofit reporting. And the *Journal* has advised groups in other states interested in launching publications modeled on our newspaper. A Texas publication has just made its debut, and a Florida paper is in the planning stages.

When I speak to reporters and journalism students, I try to persuade them to move beyond

traditional newsroom thinking about nonprofits. Each reporter at a newspaper should understand that nonprofits play an important role in all aspects of the community—from education, health, social services and economic development to religion, social change and the arts and environment. The higher education reporter, for example, should know that fundraising is integral to academics at colleges and universities. The health reporter should grasp the impact of changes in the health-care system on the delivery of community services by nonprofit hospitals and health agencies.

Individual reporters cannot help but do a better job by bringing a nonprofit perspective to their beats, but it is equally important for a newspaper to assign at least one reporter to look at the nonprofit sector as a whole.

Foundations have more than a good story to tell. Make sure your local paper gets the scoop. ■



COVERAGE—YOURS AND THEIRS

Working with newspaper reporters who at the outset have little understanding of what you do can be difficult. But if working with the press will help further the mission of your organization, you should make every effort to cultivate and help educate reporters. These three old gems of media relations still apply:

- Introduce yourself to reporters and establish a relationship—before a crisis hits.
- Make yourself available as a resource for background on certain issue areas in which you have expertise.
- Pick your shots: Don't bombard reporters with news releases when you really don't have any news.

When cultivating reporters, think about how fundraisers cultivate prospective donors. Don't expect to simply pick up the phone or walk through the newsroom and see a story in the paper the next day. First, you've got to do some research. What type of news does the newspaper report every day? Which reporters seem, through their stories, to be compassionate and aware of community issues?

Don't get hung up on a reporter's beat. If, for example, you work in the area of education, a business reporter might be receptive to writing about your foundation. Once you've connected with a reporter, stay in touch.

Finally, whether or not you actively invite coverage, by all means be prepared to be covered. If a reporter calls you, be responsive. If trouble rears its head at your foundation, you might even consider making the first call to a reporter with whom you've made contact before; that will only deepen your credibility. Don't think of it as stirring up a hornet's nest needlessly: the reporter will find out about the problem one way or another.

Whether the news is good, bad or neutral, everyone in your organization should know ahead of time who is authorized to speak for the organization, and those designated to speak should be prepared. You might run spokespersons—or even all board and staff—through a simple exercise: How would you answer the question you'd most like to be asked about your foundation, and the question you'd least like to be asked?

Always keep in mind that a reporter has a job to do and often is under pressure from editors and deadlines. Reporters are also highly competitive, and like to get the story first. The best tack for you to take is to be as helpful and forthcoming as possible.

—T.C.

SOUND-BITE-SIZE PIECES

BY RAY BOYER

A foundation's official spokesperson is usually the person who sits for interviews or steps in front of cameras. At the same time, a foundation typically has unofficial spokespersons—all of its employees. Each time the telephone rings, the person handling the call is speaking for the foundation. Each time a program officer engages in a conversation about a grant, important information is conveyed about the foundation, its values and the work it supports.

Working from that perspective, the MacArthur foundation is carrying out a spokesperson training program for its staff, designed to teach staff members basic techniques for explaining the work they do and how it is linked to the larger objectives of the foundation. We are about two-thirds of the way through a program that will ultimately involve each of our 230 staff members.

At MacArthur, our work ranges from support for community-based organizations in Chicago to issues of peace and international cooperation; from basic research in human behavior to support for preservation of biodiversity. The areas in which we work also include education, population, the media, and through the MacArthur Fellows Program, support for individual creativity.

The spokesperson training is a joint project of the foundation's communications office and human resources department. To carry it out we hired consultants from a Chicago-based firm, Media Strategy, Inc.

Be Prepared

The hallmark of Media Strategy's approach to spokesperson training is the amount of advance preparation that goes into each session—not so much by the students, but by the trainer and her support staff. Each of the 15 training ses-

sions done so far has been facilitated by the same person, Sharon McGowan, a veteran Chicago journalist and freelance writer who is a senior trainer for Media Strategy. This link from one session to the next is, we feel, an important element in its success.

Each training group is composed of people who do similar work. The students in a recent session, for example, were all members of the foundation's Population Program, including the coordinators of our offices in Mexico, Brazil, Nigeria, and India. In the weeks prior to the training session, the Media Strategy staff gathered information about each person, his or her job responsibilities, brochure material about the program, and various press clips about issues and controversies facing those who work in the population field. This information provided "real-life" material for the interview scenarios that make up about half of each training session.

McGowan begins each session with a discussion of the role of a spokesperson, the need for him or her to be a teacher, to be quotable, and in control. She then makes a point that will be repeated frequently during the day-long session: We are not turning each staff member into a media spokesperson. In fact, the number of times each person might encounter the media is fairly small. The most important objective is to sharpen each person's ability to deal with the many other types of situations (for example, meetings with grantees, receptions, phone conversations, and seminars) in which they are asked about the foundation and the work they do for it. She explains that during the course of the day the students will do mock interviews with people role-playing the part of reporters, but points out that the ques-

(Continued on page 48)

Philanthropy doesn't lend itself naturally to bumper-sticker-size concepts. But the MacArthur foundation found that when staff practice describing their work they're better able to clearly communicate whenever professional or social occasions call for it. It's an exercise that could help everyone in grantmaking—donors, trustees, staff—explain our field to the uninitiated. With some modifications to this method, even the smallest foundations can do it.

WHAT DO YOU DO?

COMPILED BY
MARY ANN ZEHR

**It happens to all of us:
At a dinner party or
similar scene a friendly**

**stranger asks,
"What do you do?"**

**It's not a trick question,
but it's tricky to answer well.
We asked grantmakers how
they handle it.**

I say, I give money away. More formally I say, I work for a foundation and support groups doing good work.

—Edward Skloot,
executive director,
Surdna Foundation, Inc.,
New York City

I say, we raise money and we give it away. People are then interested in: Raise it from whom? Then I say, from people just like you who start funds and care about the community.

—Emmett Carson, president and CEO,
The Minneapolis Foundation,
Minneapolis

I say, I'm the president of a corporate foundation. They usually don't know what that is. I say that I make all my company's grants to nonprofit agencies. Usually they don't know that companies do this. I explain to them that all the major companies in the U.S. make grants. Then I give them an example of a grant.

I will tell them that I just funded a permanency planning program for HIV-positive mothers and their children. Ultimately a woman who is HIV-positive will die and she has to make some provisions for her child for after she dies. Permanency planning is when social workers and other people work with the woman. Who will be the guardian? Who will provide foster care for the child? Usually when

there's planning there's less disruption to the child's life and the child does not go into foster care. Then they get it.

—Lynn Stekas, president, Mutual of
New York Foundation, New York City

I never tell them I'm head of the foundation. The whole business of working for a foundation sends visions of sugar plums into people's heads. I tell them I work for a foundation and that we're active in the international development field. We really try to help human beings fashion strategies for change that help them deal with a flood of disaster, disease and dyspepsia... You have to give them a concrete strategy. I pick one that's terribly concrete, such as using biotechnology to increase the yield of rice.

[What happens when you say you work for the Rockefeller Foundation?] They say, Oh? We never get to that first. I don't lead with that because it distracts some, it unnerves others and it makes still others salivate, and none of those are terribly interesting reactions when you're trying to relate to someone socially.

—Peter C. Goldmark,
Jr., president,
The Rockefeller
Foundation,
New York City

I say I work for the Chevron Corporation in public affairs handling charitable contributions and community programs globally. [Do they get it?] (Continued on page 49)



ILLUSTRATION BY KEITH JOHNSTON

SOUND-BITE-SIZE PIECES (CONT. FROM PAGE 46)

tions they will ask are usually no different than questions that might be asked by many different people in many different situations.

At this point, since it is bound to come up, we take a few minutes to discuss the foundation's approach to working with journalists who do call. Our view is that we should work with journalists who ask for help as promptly as possible. We also feel that the best person to provide information is the person with the most direct knowledge of the matter under discussion. What it does not mean, though, is that a staff member should simply drop everything and do an interview on the spot. Determining what the reporter needs, and calling back after taking some time to think about what might be said and to consult with others is almost always a good idea. Some staff members are simply uncomfortable talking with the media. We respect that and can find other ways to help the caller.

Put Mission into the Conversation

The second key part of the training is an exercise in which the group teams up to develop a one-sentence message about the nature of its work, with an emphasis on a statement that will be spoken, not written. As McGowan has explained to each group: "This is not your mission statement. This will be part of a conversation."

The first training in this project was done with the foundation's senior staff. The following statement about the overall work of the MacArthur foundation was developed by that group: *The MacArthur foundation is committed to the search for lasting solutions to critical problems in Chicago and throughout*

the world by investing in creative people and ideas.

Armed with a basic message about their work and how it is linked to the overall foundation, the students are introduced to a series of techniques to help convey the messages clearly without getting sidetracked. Each student then does two or more videotaped mock interviews, conducted by professional journalists who freelance their skills for the day.

Because the questions are drawn from the staff members' own day-to-day job responsibilities, the interviews can be quite realistic.

At the end of the day, the trainees are ushered into a room for what appears to be a wrap-up party, complete with wine and cheese. They quickly learn, though, that it is yet another training scenario, one that simulates a grantee-hosted reception at which each staff member is asked to offer a few comments about the foundation.

Once is Not Enough

Follow-up assessment by Media Strategy (and hallway conversations with those who took the training) indicate it has been extremely well-received by the MacArthur staff. We have learned the following general lessons about carrying out such a project:

1. Training that draws on the real-life experience of the trainees has enormous impact in terms of what's learned.
2. Doing the training with small groups of people who have similar responsibilities provides an important opportunity for the students to agree, as



MacArthur's India country coordinator, Poonam Muttreja, speaks during a spokesperson training session.

a group, how to state the nature of their work. Arriving at a simple, conversational statement can be a remarkably rigorous task.

3. Having the same trainer for each session provides valuable continuity.

4. In virtually every case, staff who have had the training develop a greater appreciation for the role of effective communication in the work they do.

Finally, we have come to realize that spokesperson training is not a one-time event. A foundation's overall mission might alter over time and the focus of individual programs will certainly shift. We are currently thinking about how to design refresher training, perhaps with larger groups. We have also found that from time to time, depending on circumstances, spokesperson training can be very useful to grantees. ■

Ray Boyer is director of communications at the John D. and Catherine T. MacArthur Foundation in Chicago. In talking with people about what he does, he says, he tries not to jump to conclusions about what the people already know about foundations.

PHOTO BY JIM ZIV

WHAT DO YOU DO? (CONT. FROM PAGE 47)

I find that to give a tangible example is better than if I use a lot of the jargon we tend to use in our work with our peers. —Klare E. Shaw

It depends on what they're really searching for. If it's for a grant, they quickly focus in on the part about charitable contributions. If it's community programs, they'll ask more questions but very rarely does that particular answer satisfy them, if they've got an agenda.

—Skip Rhodes, manager, corporate contributions and programs, Chevron Corporation, San Francisco

I tell them I'm in philanthropy. They say, what's that? I tell them we're in the business of helping people by providing funds for worthy organizations. Then the conversation either gets deep or it doesn't. What I say depends on who's asking. If it's a businessman, I throw out the philanthropy thing. If it's someone who works for an agency, I say I work for a private foundation. Of course, then they want to know if they're eligible.

—Philip Caswell, president (and grandchild of the donor), The Frank Stanley Beveridge Foundation, Boca Raton, Florida

My short answer is: We receive and distribute charitable funds. The answer to that is: Oh, you're like the United Way. I say, no, not really. I point out that the United Way raises money on an annual basis to make operating grants to a number of pre-selected agencies. I say, we're an endowment; we're involved in dispersing income. We like to support projects rather than provide operating sup-

port. We generally fund the broad charitable spectrum, from the arts to human services.

Then sometimes people will say, where does the money come from? Then I can say, it comes from individuals in the community who care. We're an alternative to the private foundation. Then I talk about the tax advantages. Unlike other things people can give to, we're the only charity I know of that says, what do you think is important to the community and what do you want to do? I've been getting a new question lately: What good is it to have an endowment? Isn't it better to disperse the money right now? I point out that the advantage of an endowment is a means for the community to look at the long term. Since that money is always there, you don't have that same kind of pressure to meet the immediate needs. It works hand in hand with the community having operating support. It's great that we complement the United Way.

—Tullia B. Hamilton, executive director, St. Louis Community Foundation, St. Louis

I say that I help manage charitable contributions for the Boston Globe newspaper company. If I still get a blank look, I usually give the name of a local organization that they might be familiar with, a boys and girls club or community arts group, and I explain that people write proposals to us and if those are accepted, the funds support activities that happen in the neighborhoods of the people I'm talking to. I find that to give a tangible example is better than if I use a lot of the jargon we tend to use in our work with our peers.

—Klare E. Shaw, assistant director, The Boston Globe Foundation, Inc., Boston

I've answered it a million times within the last 25 years. I say, my main function at the foundation is to review proposals and make recommendations to other staff members and the board on whether to fund them or not. During the investigation I occasionally pay site visits or have people come to the foundation for an appointment. If the proposal is funded, I monitor the progress. Essentially what I do is to help the board of trustees develop funding priorities and find good proposals within those priorities and recommend them for funding.

Then the follow-up questions are: What fields do you fund? How do you decide? You must get a lot of proposals. I say, the staff and trustees do have a process for which they arrive at some decisions on fields they want to be active in. At the Packard Foundation, these are education, population and conservation. For example, in education, we support programs to improve math and science instruction at public schools.

The next follow-up question is: Where does the money come from? I say the money comes from the Packard family and they donated it to the Packard foundation. Then they say, what do they get for it? They must get a big tax break, don't they? I say, there are some tax advantages but the major reason is there's a desire on the part of the Packard family to solve some of society's problems. Then they say, really?, in a doubtful kind of way; they don't believe it. Then I say, Gee, I've got to refresh my drink.

—Hugh Burroughs, director, special projects and external affairs, The David and Lucile Packard Foundation, Los Altos, California.

When the Press Comes Calling

What's it like working with the press? Here's a behind-the-scenes look at how several foundations, two of them previously inexperienced with the media, handled reporters who came to them in search of a story.

BY VIRGINIA PECKHAM

ILLUSTRATION BY BARBARA CAMP

Why talk to the press, if you don't have to? Because, some say, shunning press coverage helps perpetuate a perception that foundations are ineffectual. And it gives the advantage to zealots in Congress and elsewhere who oppose foundation funding in certain areas—the environment or arts or civil rights, for example.

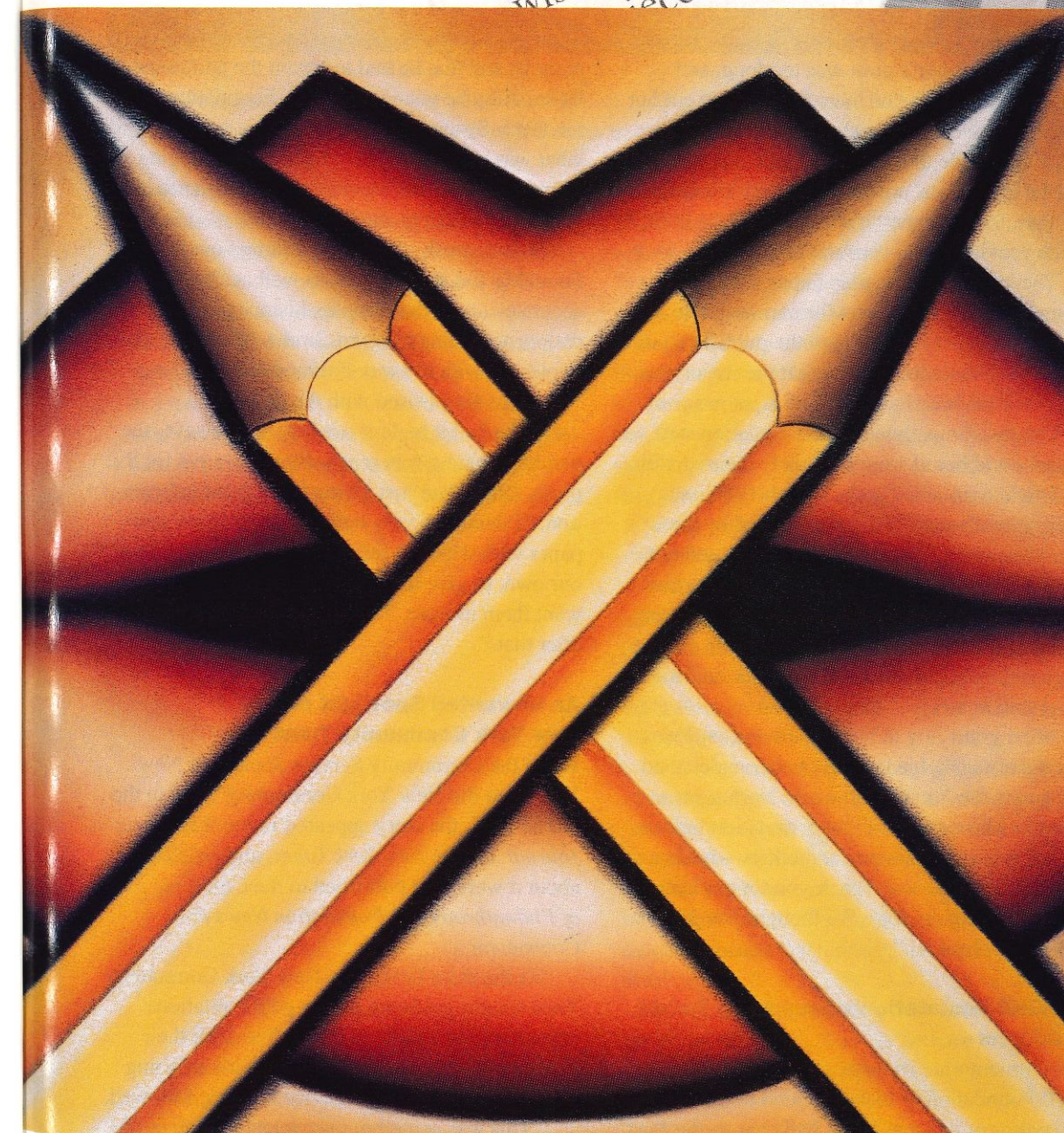
Furthermore, the media can sometimes be a very positive force indeed, bringing important issues to the fore and educating the public about the good works that foundations do themselves, or help others do.

The following case studies recount the experiences several foundations have had with the media. If some of these foundations had their druthers, they might have avoided coverage altogether. But by deciding it was important to answer when the press called, each of these funders gained some real-world experience that you can benefit from.

Smithsonian's Friendly Coverage of the Stocker Foundation

When a writer for *Smithsonian* magazine called to ask Jane Norton, executive director of the Stocker Foundation, if the foundation staff and board would consent to be interviewed for a profile in the magazine, she replied,

Virginia Peckham is a writer and editor based in Port Chester, New York.





"People who were not in the foundation field made a point of saying to us, 'Thank you for explaining what a foundation does. We thought you just sat and wrote checks!'"

"I don't think so." But she talked it over with the board and looked at the writer's credentials and published work. With some hesitation, the board and staff of this family foundation based in Lorain County, Ohio, decided to cooperate.

The writer, Edwin Kiester, Jr., asked for a list of grants the foundation had made in the past few years and its guidelines. When Norton alerted the grantees that the writer intended to interview them, their response surprised her: "They were ecstatic to think they would be interviewed by a national magazine. They wanted to tell the world about the good things they were doing." (Unfortunately, the writer's draft was too long, and some of the grantees he interviewed were cut out completely. Norton says she "pleaded with the editor to include those folks." The editor replied that the article was now beyond Norton's control and therefore she was "completely off the hook," which provided little consolation.)

The board was less than happy with the writer's persistent requests for permission to sit in on a board meeting. Although the published piece gives the distinct impression that the writer was present at the board's deliberations, he was not.

On the whole, though, the foundation staff, grantees and board were extremely pleased with the article (published in the March 1996 issue). They were also amazed and delighted by the overwhelming response it engendered, and not just from grantseekers. They received inquiries from strangers who were thinking about starting their own family foundation. Foundation colleagues they had never met called the staff to congratulate them.

Most gratifying to both board and staff was that the article helped readers better understand and appreciate foundation work. Norton says, "People who were not in the foundation field—friends and acquaintances and others—made a point of saying to us, 'Thank you for explaining what a foundation does. We thought you just sat and wrote checks!'"

The CHC Foundation's Surprising Twists and Turns

To commemorate its tenth year in operation, the CHC Foundation in Idaho decided to talk to the city editor of its local Idaho Falls paper, the *Post*

Register, about publishing a story on the foundation. He agreed to do it, but the experience was not a uniformly happy one.

The designated writer—whose previously published stories impressed CHC Executive Director Joan Hahn-Struhs as well-written and "innocuous"—rapidly metamorphosed into a relentless investigative reporter, demanding interviews with the entire board (he ultimately interviewed most of them) and requesting all of the foundation's tax records from its inception.

In the article the writer complained that the foundation was uncooperative in releasing records, and that he had to obtain the additional information he wanted from the Foundation Center. Hahn-Struhs says the foundation went beyond what was required by law. In any case, judging from the article, the reporter's search did not apparently uncover anything amiss.

In fact, much of the article turned out to be favorable and informative, as well as "basically accurate" about the complex history of the foundation, according to Hahn-Struhs. "We were really pleased with the way it turned out," she says. "We were not pleased with the process."

If she had it to do it over again, she says, she would prepare a coherent written narrative for the press, rather than just giving them grant information: "I would be very tempted to go to my newspaper with what we felt was a fair presentation of our own, to give them the facts that we would want them to have. Then they could flesh it out after that."

An Unwanted Spotlight on the New York Community Trust

When the Community Service Society of New York sued the New York Community Trust in the fall of 1995, the story appeared in the *Wall Street Journal* and the *New York Times*, and articles about it were also published in the *Chronicle of Philanthropy* and *Foundation News & Commentary*.

As the story broke, the New York Community Trust sought guidance from a public relations consultant, who advised the staff to limit their exposure by answering questions without going into long dissertations—advice the trust followed.

"This was something we wanted no press on,

but we decided it was important to cooperate," says Ani Hurwitz, senior consultant at the trust.

One difficulty, says Hurwitz, was that it was a "complicated story—and most reporters tend not to want complicated stories. So they simplify." Even so, reporters without much knowledge of their subject can take an enormous amount of time and still make mistakes. "You have to make

sure that you know what you want to say before you talk to them," she says. (There's an old adage in the media business: "Answer the question you wish the interviewer had asked.")

And don't try to wing it, Hurwitz adds: "If you don't know something, tell them you don't have the answer and you will get back to them." And then be sure you do. ■

Two Ways to Handle a "Hostile" Request

You are the press liaison at your foundation. Someone calls you up who is known to be hostile to nearly everything your foundation funds and stands for, and asks for an interview. What do you do?

Just Say No

The Rockefeller Foundation turned down a request from Laurence Jarvik, editor of the monthly newsletter, *Foundation Watch*, which is supported by the nonprofit Capital Research Center, a "philanthropic watchdog" based in Washington, D.C. Less than a year old, *Foundation Watch's* style is to target one or a few foundations in each feature article, all of which are written by Jarvik. His articles track what he sees as the sometimes pernicious influence of foundations.

Keep Door Open

The Robert Sterling Clark Foundation's experience with *Foundation Watch* was somewhat more benign. This may be because the politics of child welfare reform, the main subject of Jarvik's article and one of the foundation's funding areas, are less clear-cut than the recent arts funding controversies.

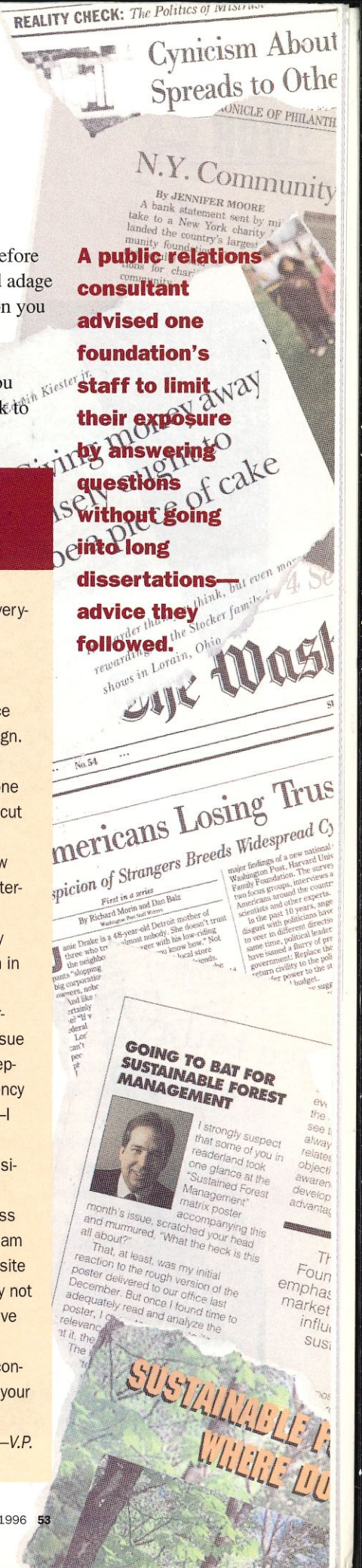
Margaret Ayers, executive director of the New York City-based Clark foundation, agreed to be interviewed by Jarvik. "I tended to be very direct with him," she says. "I tried not to politicize any of my responses as left or right. I tried to discuss them in terms of the common sense of the issues."

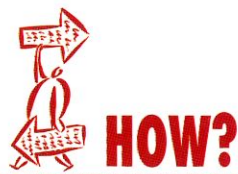
Ayers considers the published article "a thorough piece of journalism," although she takes issue with some of Jarvik's conclusions. She took exception to his position that "there was an inconsistency that I believe in children's rights and pro-choice—I believe they are quite consistent."

Ayers says she believes in meeting the opposition head-on: "I am not interested in speaking to those who are already sold on the appropriateness of a particular response to society's problems. I am interested in talking to people who have an opposite point of view. I don't believe anything is gained by not speaking to people that represent the conservative voice."

She says the best advice for dealing with a confrontational reporter is, "You'd better know what your point of view is and how to support it."

—V.P.





"People who were not in the foundation field made a point of saying to us, 'Thank you for explaining what a foundation does. We thought you just sat and wrote checks!'"

"I don't *think* so." But she talked it over with the board and looked at the writer's credentials and published work. With some hesitation, the board and staff of this family foundation based in Lorain County, Ohio, decided to cooperate.

The writer, Edwin Kiester, Jr., asked for a list of grants the foundation had made in the past few years and its guidelines. When Norton alerted the grantees that the writer intended to interview them, their response surprised her: "They were ecstatic to think they would be interviewed by a national magazine. They wanted to tell the world about the good things they were doing." (Unfortunately, the writer's draft was too long, and some of the grantees he interviewed were cut out completely. Norton says she "pleaded with the editor to include those folks." The editor replied that the article was now beyond Norton's control and therefore she was "completely off the hook," which provided little consolation.)

The board was less than happy with the writer's persistent requests for permission to sit in on a board meeting. Although the published piece gives the distinct impression that the writer was present at the board's deliberations, he was not.

On the whole, though, the foundation staff, grantees and board were extremely pleased with the article (published in the March 1996 issue). They were also amazed and delighted by the overwhelming response it engendered, and not just from grantseekers. They received inquiries from strangers who were thinking about starting their own family foundation. Foundation colleagues they had never met called the staff to congratulate them.

Most gratifying to both board and staff was that the article helped readers better understand and appreciate foundation work. Norton says, "People who were not in the foundation field—friends and acquaintances and others—made a point of saying to us, 'Thank you for explaining what a foundation does. We thought you just sat and wrote checks!'"

The CHC Foundation's Surprising Twists and Turns

To commemorate its tenth year in operation, the CHC Foundation in Idaho decided to talk to the city editor of its local Idaho Falls paper, the *Post*

Register, about publishing a story on the foundation. He agreed to do it, but the experience was not a uniformly happy one.

The designated writer—whose previously published stories impressed CHC Executive Director Joan Hahn-Struhs as well-written and "innocuous"—rapidly metamorphosed into a relentless investigative reporter, demanding interviews with the entire board (he ultimately interviewed most of them) and requesting all of the foundation's tax records from its inception.

In the article the writer complained that the foundation was uncooperative in releasing records, and that he had to obtain the additional information he wanted from the Foundation Center. Hahn-Struhs says the foundation went beyond what was required by law. In any case, judging from the article, the reporter's search did not apparently uncover anything amiss.

In fact, much of the article turned out to be favorable and informative, as well as "basically accurate" about the complex history of the foundation, according to Hahn-Struhs. "We were really pleased with the way it turned out," she says. "We were not pleased with the process."

If she had it to do it over again, she says, she would prepare a coherent written narrative for the press, rather than just giving them grant informa-

but we decided it was important to cooperate," says Ani Hurwitz, senior consultant at the trust.

One difficulty, says Hurwitz, was that it was a "complicated story—and most reporters tend not to want complicated stories. So they simplify." Even so, reporters without much knowledge of their subject can take an enormous amount of time and still make mistakes. "You have to make

sure that you know what you want to say before you talk to them," she says. (There's an old adage in the media business: "Answer the question you *wish* the interviewer had asked.")

And don't try to wing it, Hurwitz adds: "If you don't know something, tell them you don't have the answer and you will get back to them." And then be sure you do. ■

Two Ways to Handle a "Hostile" Request

You are the press liaison at your foundation. Someone calls you up who is known to be hostile to nearly everything your foundation funds and stands for, and asks for an interview. What do you do?

Just Say No

The Rockefeller Foundation turned down a request from Laurence Jarvik, editor of the monthly newsletter, *Foundation Watch*, which is supported by the nonprofit Capital Research Center, a "philanthropic watchdog" based in Washington, D.C. Less than a year old, *Foundation Watch's* style is to target one or a few foundations in each feature article, all of which are written by Jarvik. His articles track what he sees as the sometimes pernicious influence of foundations.

From the outset Jarvik made it clear that his coverage of the Rockefeller Foundation—in particular, the foundation's support for the first amendment rights of certain avant-garde artists—was going to be adversarial, according to Denise Gray-Felder, the foundation's director for communications. She says that when foundation staff asked people on "both sides of the political spectrum" about *Foundation Watch* and Jarvik, they discovered that many had never heard either of the publication or of him. Those who had heard of him agreed with the foundation's decision to refuse to be interviewed, says Gray-Felder.

That decision was "an anomaly," she says: "I have never done that in my 20-year public relations career. It was a hard decision to make; it turned out to be the right decision for us." She found the published piece "bizarre" and "very inaccurate."

Keep Door Open

The Robert Sterling Clark Foundation's experience with *Foundation Watch* was somewhat more benign. This may be because the politics of child welfare reform, the main subject of Jarvik's article and one of the foundation's funding areas, are less clear-cut than the recent arts funding controversies.

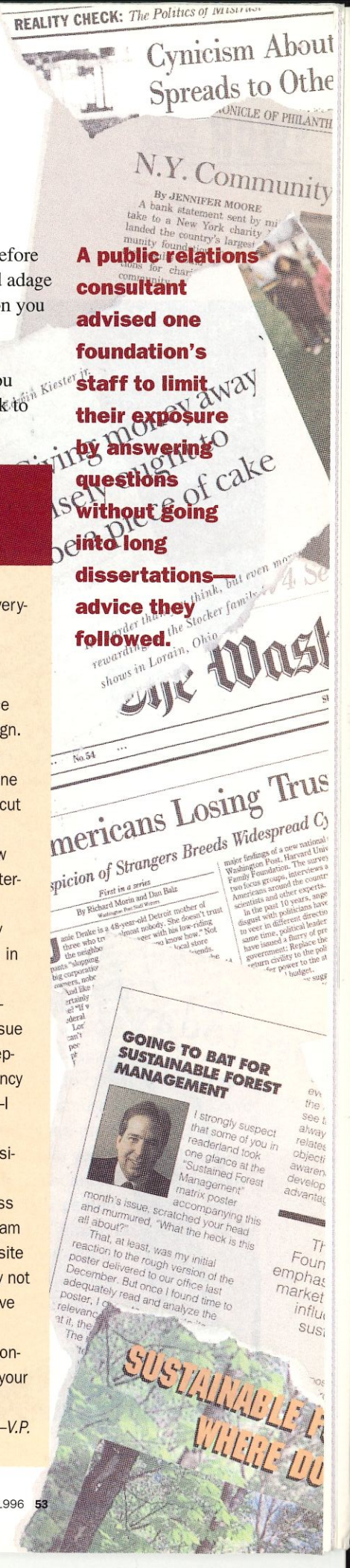
Margaret Ayers, executive director of the New York City-based Clark foundation, agreed to be interviewed by Jarvik. "I tended to be very direct with him," she says. "I tried not to politicize any of my responses as left or right. I tried to discuss them in terms of the common sense of the issues."

Ayers considers the published article "a thorough piece of journalism," although she takes issue with some of Jarvik's conclusions. She took exception to his position that "there was an inconsistency that I believe in children's rights and pro-choice—I believe they are quite consistent."

Ayers says she believes in meeting the opposition head-on: "I am not interested in speaking to those who are already sold on the appropriateness of a particular response to society's problems. I am interested in talking to people who have an opposite point of view. I don't believe anything is gained by not speaking to people that represent the conservative voice."

She says the best advice for dealing with a confrontational reporter is, "You'd better know what your point of view is and how to support it."

—V.P.





Unfiltered

BY JONATHAN J. HIGUERA

ILLUSTRATION BY BARBARA CAMP

It's no longer enough to issue a press release and distribute it like so much crop dust. Nowadays effective communication requires additional creativity and flexibility.

It's not that traditional mass media should be ignored. Indeed, many of the foundation staff contacted for this article said communicating through the mass media is still the most cost-effective way to reach a broad audience. But these funders also stressed the importance of expanding on old methods with fresh approaches that run the gamut from no-tech to cutting edge. Here's a list, in no particular order, of alternative means tried by foundations to spread the word about what they do and the projects they fund.

1. Billboards. While foundations haven't by any means adopted it as a standard communications method, putting up billboards does get information to a new audience. After passing a billboard about the Community Foundation of Greater Memphis on one of Memphis' main thoroughfares, a man established a scholarship fund at the foundation. "That's rare," concedes Beth Dixon, the foundation's development director. Even though it's difficult to measure response to them, says Dixon, "certainly the billboards have improved our profile in the community."

As part of an anti-smoking campaign launched by the National Football League's Jacksonville Jaguars, the Princeton, New Jersey-

Sometimes it's best to send information directly to your intended audience, without using the mainstream media as a middleman. Here's a sampling of 15 ways foundations can "tell their story" without the help or hindrance of news editors.

based Robert Wood Johnson Foundation awarded the team's foundation \$380,000 this year in part for billboards. The stadium's main scoreboard, which is 22-by-26 feet, contains a backlit message of "Jaguars Don't Smoke." Concourse signs throughout the stadium contain the same message. "It's unprecedented," says Joe Marx, a senior communications officer for the Robert Wood Johnson Foundation.

2. Web Home Page. More than 100 foundations or corporate giving programs currently have a home page and that number is growing weekly (most are linked to the Web sites of the Council on Foundations—<http://www.cof.org>—and the Foundation Center—<http://www.fdncenter.org>). In addition to describing who they are and what they do, many foundations place all or part of their publications on-line for

quick access. Some foundations encourage interactive dialogues among grantees and others with shared interests.

The Edward Lowe Foundation in Cassopolis, Michigan, offers an on-line service called "smallbizNet Exchange" to those interested in small business startups (the Web address is <http://www.lowe.org/smbiznet/>). For \$20 a month, a subscriber gets an e-mail address, Internet access, a direct link to the group's quarterly magazine and access to the foundation's digital library, which has more than 5,000 documents.

The Wilburforce Foundation, a small Seattle-based environmental funder, relies solely on electronic communications to publish its materials. In addition to its Web page, the foundation accepts applications via e-mail and is setting up a fax-on-demand service. "Our board is

reluctant to spend money on anything other than electronic or face-to-face communication," says Executive Director Tim Greyhavens, the foundation's only staff member.

3. Fax-on-demand. While many groups or individuals may not have e-mail yet, they usually have a fax machine or access to one. Some 30 to 50 callers per month use the Edward Lowe Foundation's fax-on-demand service. For the past two years, callers have received the foundation's publications by dialing a fax-back number to request a catalog and to initiate fax delivery of the documents they choose from the catalog.

4. Mail. Although a mass mailing of a letter and documents can be costly, its ability to land right on the desks of the

Jonathan J. Higuera is a freelance writer based in Tucson, Arizona.

intended target audience gives it a good bang for the buck. Summaries of research findings, survey results, and foundation newsletters are generally distributed this way.

An article in the *Northwest Report*, a quarterly newsletter published by the Northwest Area

After passing a billboard about the Community Foundation of Greater Memphis on one of Memphis' main thoroughfares, a man established a scholarship fund at the foundation.

Foundation of St. Paul, Minnesota, struck a responsive chord that led to requests for 4,500 reprints. (The article, "Nonprofits on the Brink," described the likely impact of federal budget cuts and anticipated devolution of responsibilities to the state on nonprofits and their clients.)

5. Face-to-face conversations. Each year, the board of trustees for the Miami-based John S. and James L. Knight Foundation travels to a city where it awards grants to learn firsthand the pressing issues of that community. During the visit, the foundation sponsors a "Meet the Knight Foundation" forum for grantees and prospective grantees

interested in learning about the foundation's philosophies, guidelines and policies.

In Sacramento, California, the Sierra Health Foundation recently started meeting quarterly with prospective grantees. Called GrantWise, the group sessions try to provide a comfortable atmosphere for grantseekers to ask questions, says Lorie Jarvis-Steinwert, Sierra's director of communications. The February forum generated such interest that another was scheduled in March to meet the demand. "Many people in the small and rural communities where we work still prefer face-to-face communication," says Jarvis-Steinwert.

6. Traveling exhibits. As part of its sustainable agriculture project, the Northwest Area Foundation provided a \$240,700 grant to the National Center for Appropriate Technology to create two displays on the topic. The exhibits, which include a self-guided computer information center, will be shown to farmers at trade and association shows. "It wasn't enough to reach farmers already reaching out for information on

sustainable agriculture. We needed to reach those who weren't," says Northwest Communications Director Vicki Itzkowitz.

7. Specialized media. The John D. and Catherine T. MacArthur Foundation in Chicago worked with a niche magazine, *Wood & Wood Products*, to get an article published on sustainable forestry. The article highlighted the foundation's work in that area, and included a matrix the foundation developed of the forest products industry. It triggered 600 requests for reprints and additional copies of a poster that were mailed out to subscribers with the magazine.

The Northwest Area Foundation paid for a postage-paid bind-in card to be inserted into 60,000 copies of *Iowa Farmer Today*, inviting readers to request information about its sustainable agriculture program.

8. Listservs, regular e-mail and e-mail on demand. These methods use e-mail systems to reach a wide group of like-minded people. The W. Alton Jones Foundation in Charlottesville, Virginia, has been a heavy user of e-mail since 1992. As a global funder of environmental protection and international security, the e-mail system has allowed the foundation to overcome barriers created by time zones and location, says Grants Manager Brian Wheeler.

"Foundations don't have to jump to the top and have a dedicated Internet connection if it doesn't make sense for them," notes Wheeler. The Jones foundation's e-mail messages are routed through a provider in Menlo Park, California, which calls in with new messages every 20 minutes. "There's a 20-minute delay but it's very affordable," he says. "We pay \$200 a month for a staff of 20 using e-mail."

9. Audioconferences. A common format is to create a panel of participants with each member calling into a toll-free number. Invited listeners then call into another toll-free number and press a code to ask a question.

The Center for Strategic Communications in New York City held an hour-long audio conference with 100 participants at a cost of just under \$2,000, says Executive Director Janel Radtke. "That was a bargain considering how much it would have cost to fly people in," she says. "The thing with a video conference is that unless you

need to show something in real time, the costs are really high."

10. Opening house. The Marin Community Foundation in Larkspur, California, two years ago opened its library to the public, welcoming visitors—especially grantseekers—to come in and research areas of interest, or have on-line searches conducted for them. About five to ten people use the services per week, according to Michael Groza, who directs Marin's community programs. "The cumulative effect is the community sees us as a resource. My goal is to have the community refer to us like they would their favorite book."

11. Creating T-shirts, rolodex cards, postcards, mugs, refrigerator magnets, etc. Foundations occasionally try out some of these methods of communicating a message, which commercial marketers have valued for years. As part of promotional materials for a project to clean up a local river, the Northwest Area Foundation distributed a "mighty grip" jar opener and lint remover with the name of the project—Redwood River Clean Water Project—on it.

12. Fax broadcasting. Advocacy groups have effectively used fax broadcasting to alert members to upcoming legislative actions. The key to this method of communication, says Karen Menichelli of the Washington, D.C.-based Benton Foundation, which uses fax broadcasting, is to keep the message short and not saturate the audience. Many organizations use phone companies to maintain a fax address book to avoid overwhelming staff. Benton has used Sprint and MCI. She says, "We e-mail them a list of fax numbers and fax the document to them and they send it out. It makes it very convenient for those of us with low-level fax machines and saves staff time from having to dial in all those numbers."

13. Electronic kiosks. The Marin Community Foundation has set up a local community network called the Marin Information and Data Access System (MIDAS). This electronic network is comprised of more than 100 nonprofits, local governments, libraries, special districts, schools and other key organizations. Anyone in the community who has access to the Internet can post or download information. The foundation puts up information on the network as well.

14. Booklets. The Enterprise Foundation in Columbia, Maryland, has published booklets on the use of a federal low-income housing credit, how nonprofit housing developers have successfully used federal programs and the Community Reinvestment Act. The booklets, usually no more than a dozen pages, are sent in the mail to the 700 community-based housing groups Enterprise works with as well as federal and state policymakers. "They are not meant to be used as instruction manuals," says Mark Burneko, the foundation's public relations manager. "They are meant to show that these programs are integral to community rebuilding efforts."

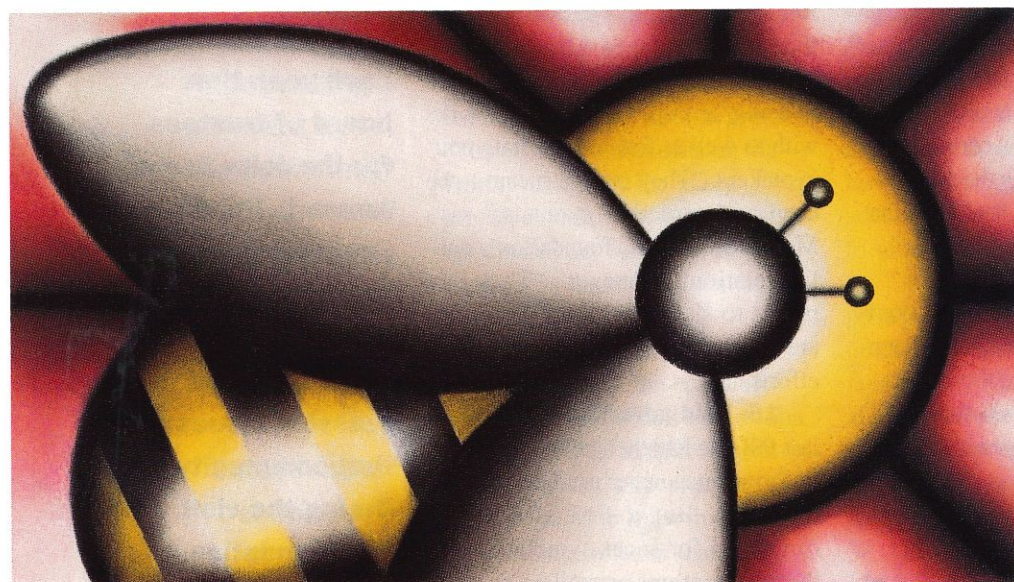
15. Paid advertisements. Until last fall, the Rhode Island Foundation in Providence never used paid advertisements. But a limited outreach campaign for local symphony and theater programs as well as an ad in the upscale *Rhode Island Monthly* magazine will be expanded this year, says Rick Schwartz, the foundation's director of communications. The ads are aimed at informing prospective donors of the foundation's trust funds.

In 1993 and 1994, the Grand Traverse Community Foundation based in Traverse City, Michigan, ran its annual report as a newspaper supplement in the city's daily newspaper as well as four or five weekly newspapers serving outlying areas. About 52,000 copies of the 12-page supplement were distributed at a cost of about \$5,000, says Robert Collier, who headed the foundation at the time but is now the vice president and CEO of the Michigan Council of Foundations.

"We were a new community foundation that wanted to increase its public visibility," he says. "It helped us to let people know of our donor-advised and field-of-interest funds as well as a special state tax credit for charitable giving. It made small donors aware that they could contribute." ■

Each year, the board of trustees for the John S. and James L. Knight Foundation travels to a city where it awards grants to learn firsthand the pressing issues of that community. During the visit, the foundation sponsors a "Meet the Knight Foundation" forum for grantees and prospective grantees.

It's one thing to tell the world what you do. It's slightly different to share what you found out while doing what you do. That's what dissemination is all about: promoting an issue or finding to a selected audience that can put your knowledge to good use.



Sow What You Know

BY E. JANE BECKWITH
ILLUSTRATION BY BARBARA CAMP

The dictionary definition of dissemination is simple: "to broadcast; to sow, as seed." When used by philanthropists, the term refers to yet another way that foundations communicate directly to their audiences. And, when used by philanthropists, it is meant to be more complex than broadcasting information about grantmaking successes, or sowing seeds of replication (see "Dissemination Principles," page 60). It has a catch: dissemination is communication that expects people to take action on the information received.

It's also a form of communicating that requires foundations to do more than the minimum. It requires special care in targeting the intended audience, and it requires a certain commitment to follow up. The following are examples of various ways foundations have practiced dissemination.

O'Neill Foundation: A Textbook Case

To help disseminate findings from a symposium on families convened by the William J. and Dorothy K. O'Neill Foundation in Cleveland, the foundation's president, Bill O'Neill, wrote a book based on papers presented at the symposium. He sent the book, called *Family, the First Imperative*, to members of the U.S. House and Senate, non-profits in the Cleveland area and the heads of university departments of social work. One school has just chosen the book, which talks about the strengths and weaknesses of the American family, as a social work textbook, and O'Neill says he has received telephone calls and handwritten notes from some of the people who received the book telling him that it was useful.

In convening the symposium of experts, the foundation hoped to find

one main problem on which to concentrate its grantmaking, says O'Neill. In the end, it chose fathering and made a grant for more than \$250,000 over two years—the largest grant in the foundation's history—to a program involving young fathers at Cleveland's Center for Families and Children. He notes that an independent evaluation of the grant will be conducted by Case Western Reserve, which will be made available to organizations interested in the subject. If the project is successful, O'Neill says he expects to seek out others who are interested in funding in the area of keeping families intact.

Robert Wood Johnson: Reaching Current and Future Partners

Even the largest foundations have their limits when it comes to keeping a project on track—and sufficiently funded—over a long period of time. Good dis-

semination can lead to partnerships with other foundations and constituent organizations.

The Robert Wood Johnson Foundation in Princeton, New Jersey, committed \$1.2 million in August 1995 to a new project aimed at finding new ways to provide comfort to people at the end of life, and to help their families and caregivers better understand how to make decisions about death and dying. The project is called "Last Acts: Care and Caring at the End of Life." It is groundbreaking enough and large enough in scope that it has received mentions in articles in popular publications, including *People* (February 18, 1996).

With the aim of starting partnerships with groups involved with the care of the dying, RWJ held a "call to action" conference in March 1996. More than 130 invitees attended, coming from

other foundations, religious groups, and organizations such as the American Nurses Association, American Association of Retired Persons, American Medical Association, and Midwest Bioethics Center. So far, since the gathering, six task forces have been formed in the areas of family, women and aging, palliative care (making dying patients as comfortable as possible), service providers, education, and financial and workplace issues.

But that's just the beginning: RWJ knows that local, regional and national task forces need ongoing nurturing as they proceed with their activities. "You have to constantly keep at it if you want change to result," said Victoria Weisfeld, senior communications officer. With this in mind, RWJ did two things. First, it made its staff available and also hired outside consulting help to advise the task forces. The task forces work to find

best practices, useful ideas and creative solutions in their areas. They will share what they learn with colleagues through professional organizations, meetings and other ways. And second, the foundation tries to reach health care providers and consumers through its World Wide Web site (<http://www.rwjf.org>), which provides resources on the topic of death and dying and a Web version of the foundation's "Last Acts" newsletter.

Pittsburgh Foundation: Convincing Small Donors to Act

Ask Alfred W. Wishart, Jr., president of the Pittsburgh Foundation for the past 25 years, if the foundation's assets would have tripled in just a decade without advertising and he responds with an

E. Jane Beckwith is a writer and editor who lives and works in New York City.



There's a catch: dissemination is communication that expects people to take action on the information received.

unequivocal "No!" More than a decade ago the Pittsburgh Foundation introduced a project to get residents in the region to change their perception about who can be a philanthropist. Millionaires like Andrew Mellon, Andrew Carnegie, and Heinz family members are obvious Pittsburgh examples. "But why not you?"—that's the thought the foundation wanted to plant in the minds of Pittsburgh "thousandaires."

The foundation used radio and television advertising campaigns to promote the idea that anyone could start an individual fund at the foundation for \$10,000. It carefully designed its message for the intended audience of "thousandaires." One television spot featured a young married couple who started a fund, playing with their kids, implying that the next generation of donors is in the wings. Wishart says that commercials have been produced using a budget-conscious combination of in-house and agency talent. Other community foundations have sought the Pittsburgh Foundation's advice on advertising. "It's freely given," says Wishart.

Henry J. Kaiser: Getting Behind Politics and the Press

The Henry J. Kaiser Family Foundation in Menlo Park, California, and the *Washington Post* took the typical foundation/media relationship a step further when together they jointly funded surveys to discover what Americans think about politics. The surveys sought to discover what public policies Americans would support in addressing the country's biggest problems and how information sources influence their thinking and voting. The *Post* then published a series of front-page articles based on the surveys, which were conducted by a team with representatives from Kaiser, the *Post* and Harvard University.

In the series, titled "Reality Check, The Politics of Mistrust," the *Post* described its relationship with Kaiser in a sidebar article explaining the genesis of the articles and how they were financed. Such a direct partnership was a first for the *Post*, but for Kaiser it was another of several ways the foundation makes known its commitment to providing reporters with unbiased, balanced information on certain issues. According to Matt James, vice president of communications and media relations for Kaiser, "We have proven

that we're not just another advocacy organization pushing an agenda, therefore our reports, surveys and studies are more apt to be taken seriously."

Besides its project with the *Washington Post*, Kasier has participated in cooperative ventures with *U.S. News and World Report*, *Columbia Journalism Review* and *Glamour*. ■

Dissemination Principles

Thomas E. Backer, president of Human Interaction Research Institute in Los Angeles, is a leading authority on foundation dissemination practices. The Ewing Marion Kauffman Foundation in Kansas City, Missouri, commissioned him to write a paper, "Dissemination and Utilization Strategies for Foundations—Adding Value to Grantmaking," which the foundation published in 1995 as a 72-page booklet. The booklet includes a number of examples of dissemination in practice, and how-to guidelines for planning to disseminate foundation information. For a free copy of the booklet, contact the Kauffman foundation by phone: 816/932-1201; by fax: 816/932-1100; or by mail: 4900 Oak Street, Kansas City, Missouri 64112-2776.

In the booklet, Backer recommends giving these four dissemination elements top priority:

■ **Communicate.** Provide user-friendly, easily accessible information that describes the project to be disseminated and how it is relevant to potential adopters.

■ **Evaluate.** Make the evidence of effectiveness known to potential users. The new project must be shown to be better than what is currently available and not have significant undesirable side effects.

■ **Have adequate resources.** Dissemination does require a certain amount of human and financial support, and won't be effective without a commitment to covering these costs.

■ **Be aware of the human dynamics of change.** Recognize that some people who may want to adopt or adapt a program may still resist making necessary changes. Help them overcome any fears, resistance or anxieties.

A Well-Placed Pebble

When foundations find a program that works, they want to achieve a "ripple effect" by sharing it. But that requires two things: that foundations do indeed get the word out, and that those who can act on this information do indeed receive and use it. Here's one man's electronic-age effort to change an ingrained "invent-the-wheel" culture.

BY RONALD THORPE

On December 1, 1995, the first "issue" of *New Directions in Development (NDD)*, an electronic newsletter I write, was delivered to the computer terminals of every director of development in the 162 independent schools of New England.

NDD's purpose is to help schools discover new resources that will help students and teachers relate to the wider world. By "resources" I really don't mean money. The newsletter points readers to potential curricular innovations, partnerships with other schools and institutions, and professional development ideas for faculty, among other foundation-funded things.

NDD came into being as an experiment where I tried shifting the burden of seeking out replication opportunities from a relatively few insiders to the many who might benefit.

and our institutions, the metaphor does not seem to apply.

Perhaps the flaw in the model is that we expect the relatively few (those who receive

a grant or the foundations that award them) to move the mountains of the many (those not involved in the grant transaction). Maybe replication would proceed more rapidly if that order were reversed. In other words, is it possible to change the culture of the nonprofit world so that organizations spend more time hunting down the best new thinking on topics and less time pursuing grants to create more new thinking?

That question nagged at me during my years as a program officer at the Geraldine R. Dodge Foundation in Morristown, New Jersey and followed me to Rhode Island.

As an educator-turned-grantmaker, I spend a lot of time to be more aggressive about connecting in education. Not only are there many specifically for schools, but there are subjects that, if schools only knew about, would prepare students for the challenges of the future. Furthermore, since it is unlikely that schools will receive a foundation grant, the foundation loop are missing a chance to disseminate foundation-funded wisdom.

Dodge I was amazed by the array and projects we were funding. I was even surprised that a little interest school people seemed to have in any other foundation's, beyond the Dodge grant.

is. Initially I was going to work with them for a few years. I was going to help them cultivate

president for program at the Rhode

YES I WANT TO TAKE A LOOK!

Please send me six bimonthly issues of *Foundation News & Commentary*.

Save with a two-year subscription.

Please check one. ☐ Two years US for \$88.00 ☐ One year US for \$48.00 ☐ One year foreign for \$98.00

Name

Organization

Address

City/State/Zip

Phone

Payment Method:

☐ Check enclosed, made payable to **Foundation News & Commentary**.

☐ Please bill my credit card: ☐ Visa ☐ MasterCard

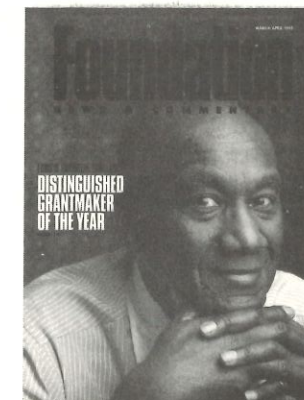
Card No. Exp. date

Signature

Name as it appears on card

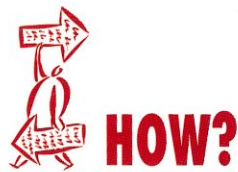
Daytime telephone ()

☐ Please bill me.



Mail in the enclosed postage-paid envelope or call toll free 1-800-771-8187.

S/O96



There's a catch: dissemination is communication that expects people to take action on the information received.

unequivocal "No!" More than a decade ago the Pittsburgh Foundation introduced a project to get residents in the region to change their perception about who can be a philanthropist. Millionaires like Andrew Mellon, Andrew Carnegie, and Heinz family members are obvious Pittsburgh examples. "But why not you?"—that's the thought the foundation wanted to plant in the minds of Pittsburgh "thousandaires."

The foundation used radio and television advertising campaigns to promote the idea that anyone could start an individual fund at the foundation for \$10,000. It carefully designed its message for the intended audience of "thousandaires." One television spot featured a young married couple who started a fund, playing with their kids, implying that the next generation of donors is in the wings. Wishart says that commercials have been produced using a budget-conscious combination of in-house and agency talent. Other community foundations have sought the Pittsburgh Foundation's advice on advertising. "It's freely given," says Wishart.

Henry J. Kaiser: Getting Behind Politics and the Press

The Henry J. Kaiser Family Foundation in Menlo Park, California, and the *Washington Post* took the typical foundation/media relationship a step further when it to discover w The surveys s cies American country's big sources influe *Post* then pub based on the s team with rep and Harvard U

In the seri tics of Mistrus ship with Kais the genesis of financed. Such the *Post*, but f ways the foun ment to provic anced informa Matt James, v and media rel:

that we're not just another advocacy organization pushing an agenda, therefore our reports, surveys and studies are more apt to be taken seriously."

Besides its project with the *Washington Post*, Kasier has participated in cooperative ventures with *U.S. News and World Report*, *Columbia Journalism Review* and *Glamour*. ■

Dissemination Principles

Thomas E. Backer, president of Human Interaction Research Institute in Los Angeles, is a leading authority on foundation dissemination practices. The Ewing Marion Kauffman Foundation in Kansas City, Missouri, commissioned him to write a paper, "Dissemination and Utilization Strategies for Foundations—Adding Value to Grantmaking," which the foundation published in 1995 as a 72-page booklet. The booklet includes a number of examples of dissemination in practice, and how-to guidelines for planning to disseminate foundation information. For a free copy of the booklet, contact the Kauffman foundation by phone: 816/932-1201; by fax: 816/932-1100; or by mail: 4900 Oak Street, Kansas City, Missouri 64112-2776.

No Postage
Necessary
If Mailed
in the
United States

Business Reply Mail

First Class Permit No. 18439 Washington, DC

Postage will be paid by addressee

Foundation News & Commentary c/o Council on Foundations

PO Box 96043

Washington, DC 20077-6013

A Well-Placed Pebble

When foundations find a program that works, they want to achieve a "ripple effect" by sharing it. But that requires two things: that foundations do indeed get the word out, and that those who can act on this information do indeed receive and use it. Here's one man's electronic-age effort to change an ingrained "invent-the-wheel" culture.

BY RONALD THORPE

On December 1, 1995, the first "issue" of *New Directions in Development (NDD)*, an electronic newsletter I write, was delivered to the computer terminals of every director of development in the 162 independent schools of New England.

NDD's purpose is to help schools discover new resources that will help students and teachers relate to the wider world. By "resources" I really don't mean money. The newsletter points readers to potential curricular innovations, partnerships with other schools and institutions, and professional development ideas for faculty, among other foundation-funded things.

NDD came into being as an experiment where I tried shifting the burden of seeking out replication opportunities from a relatively few insiders to the many who might benefit.

The Replication Theory

The theory is that foundations support projects that will improve society. The standard steps are entirely rational: test something in a few sites, assess its effectiveness, make any necessary alterations, and then use the story of its proven effectiveness to convince others to incorporate it in their work. Build it, get the word out, and "they will come": A simple matter of communication.

Or is it?

Grantees promise to put energy into replicating their good work—indeed, many grantmakers require such efforts. And still the ripples from these new developments travel slowly, if at all, through the ponds of human endeavor.

Foundations at times share responsibility for replication by funding conferences, workshops and publications, and those with the wherewithal to do so will even fund efforts to seed new programs in a number of sites. Still, the transfer and adoption of new programs occur much less than the quality of proven programs would suggest. A well-placed pebble can trigger an avalanche in nature, but when it comes to humans

and our institutions, the metaphor does not seem to apply.

Perhaps the flaw in the model is that we expect the relatively few (those who receive

a grant or the foundations that award them) to move the mountains of the many (those not involved in the grant transaction). Maybe replication would proceed more rapidly if that order were reversed. In other words, is it possible to change the culture of the nonprofit world so that organizations spend more time hunting down the best new thinking on topics and less time pursuing grants to create more new thinking?

That question nagged at me during my years as a program officer at the Geraldine R. Dodge Foundation in Morristown, New Jersey and followed me to Rhode Island.

As an educator-turned-grantmaker, I spend a lot of time encouraging schools to be more aggressive about connecting with new developments in education. Not only are there many projects being designed specifically for schools, but there are myriad non-school projects that, if schools only knew about them, could help educators prepare students for the challenges of work, college and life. Furthermore, since it is unlikely that each individual school will receive a foundation grant, the schools outside the foundation loop are missing a chance to benefit from valuable foundation-funded wisdom.

During my time at Dodge I was amazed by the array and quality of people and projects we were funding. I was even more astounded by how little interest school people seemed to have in Dodge's work, or any other foundation's, beyond whether they would get a grant.

The Project

I decided to explore this. Initially I was going to work with three schools, over three years. I was going to help them culti-

Ronald Thorpe is vice president for program at the Rhode Island Foundation.





Is it possible to
change the culture
of the nonprofit world
so that organizations
spend more time
hunting down the best
new thinking on topics
and less time pursuing
grants to create more
new thinking?

vate this new way of thinking by sharing leads to resources from annual reports and grants lists, helping them establish connections, and assessing the impact of this approach on their programs. Since I was not working in a foundation at the time, I took my idea to the Esther A. and Joseph Klingenstein Foundation in New York City. At one point the foundation president said: "Your idea has merit. Do you really have to study it for three years? Can you involve more schools? Have you thought about a computer network?"

At the time I felt derailed and was not at all surprised when I got a polite rejection.

The questions stayed with me, and finally I called Dick Barbieri, the executive director of the Association of Independent Schools of New England, told him what I was trying to do, and asked him what he knew about computer networks. The question was like catnip. He immediately researched the technical aspects of networking, as he'd already been dreaming about the possibility of linking the 162 schools in his association. After a review process, we found an easy-to-use software package that allowed both the dissemination of the newsletter as well as two-way interaction with recipients. The cost for everything would be no more than my original proposal to the Klingenstein foundation—and now we would involve 162 schools instead of three! After receiving a rewritten proposal from us, Klingenstein quickly gave a green light.

In Practice

When users log onto *NDD*, they choose from four primary areas: Information (where readers review recent grants), Dialogue (where readers communicate with the newsletter writer), Exchange (where readers communicate among themselves), and Assessment (where readers report on results).

Each *NDD* lists 8-15 possible "leads" for schools to consider, and each entry has a title, a brief description of the grant, and my suggestions for what a school might do with the information. I include contact names (when I can get them) and phone numbers. (Foundations, by the way, would be disappointed to learn how hard it is to track down the projects they fund with the information provided in annual reports and various grants lists. Sometimes it takes me several calls with my

last resort being the grants manager back at the foundation. My efforts—which are far more tenacious than most nonprofits would have time for—suggest the need to rethink how we identify our grants in various publications.) The following example shows the tone and style of a typical *NDD* entry:

New Multicultural Children's Literature: Southeast Asians in the U.S.

The Otto Bremer Foundation (St. Paul, MN) made a grant of \$20,000 to the Women's Association of Hmong and Lao for the Elephant Press, which will publish children's literature that depicts Southeast Asian children living in the United States.

** Our elementary schools, especially, will want to get familiar with Elephant Press. Who is interested in testing these new books? Anyone willing to review them for Independent School magazine or some such place? At the very least, let your librarian know about this one. Call Ka Ying Yang at 612/772-4788 or Ann Ryan at 612/381-1313.*

The Evolving Analysis

We've only published for six months, so I can't yet draw conclusions. But I keep correcting the course as I learn from mistakes. Already I made an apparent error in the selection of development officers as the newsletter's target audience.

Originally, I thought having *NDD* would help each school's fundraiser interact with faculty in interesting and productive ways. Now I think that was a stretch. Fundraisers' bottom line is dollars, and they tend to take the most direct path to making their campaign goals. Last May we bound hard copies of the first 12 newsletters and sent them to the academic leaders in the same schools, suggesting they might read the entries during the summer. We hope they'll be so excited that they'll come back in the fall, load up the software in their own offices, and start regularly reading *NDD*.

The bottom line for foundations, however, is getting a good social return on the grantmaking dollar. Creating a climate that encourages the seeking out and sharing of existing knowledge and resources can only boost the effectiveness of foundations. ■



Short List: the Philanthropy Trade Press

COMPILED BY DOMINIC MENDES

There are very few publications—and that's counting the one in your hands—that regularly and primarily report on foundations. Some run foundation "sections" or occasional pieces as part of coverage of the larger nonprofit world, or as part of covering developments in a particular topic. The best outlet for your story will always depend on the audience you are trying to reach, but the publications noted here will likely be the most receptive and a good place to start. Most Regional Associations of Grantmakers and affinity groups (see <http://www.cof.org>) publish newsletters.

MOSTLY COVERS GRANTMAKING

CORPORATE PHILANTHROPY REPORT

CAPITOL PUBLICATIONS
1101 KING STREET, SUITE 444
ALEXANDRIA, VA 22314
703/683-4100

contact: Bill Reinhard, executive editor
(breinhar@cappubs.com)

format: monthly newsletter

audience: circulation not disclosed; primarily reaches corporate grantmakers

scope: Covers trends, such as impact of downsizing; also does roundups by industry, such as how clothing, insurance and technology companies give.

outside articles: Doesn't use them.

THE PHILANTHROPY MONTHLY

2 BENNETT STREET
PO BOX 989
NEW MILFORD, CT 06776
203/354-7132

contact: Henry C. Suhrke, editor
format: 10 issues per year (J/F and J/A are combined), journal

audience: circulation not disclosed; trustees, CEOs, CFOs and COOs of 501(c)(3)s
scope: Focuses on economic and policy side of what grantmakers do. Regular columnists are experts in law, accounting, benefits, etc., and not issue-specific program areas.

outside articles: Welcomed and often used. For example, a recent ten-page article on program-related investments was sent in by a foundation vice president.

COVERS WHOLE NONPROFIT SECTOR

ADVANCING PHILANTHROPY

NATIONAL SOCIETY OF FUND RAISING
EXECUTIVES
1101 KING STREET, SUITE 700
ALEXANDRIA, VA 22314
703/684-0410

contact: Marie Reed, vice president, professional advancement

format: quarterly magazine

audience: 17,000 foundations, NSFRE members and their board members

scope: Tries to cover the range of issues and techniques that may come up in the course of the working life of a nonprofit. Story ideas are proposed by staff and members of the National Society of Fund Raising Executives and executed by its editorial board, which chooses the theme of a particular issue and assigns relevant articles.

outside articles: Welcomed.

COUNCIL ON FOUNDATIONS PUBLICATIONS

1828 L STREET, NW
WASHINGTON, DC 20036
202/466-6512

The Council publishes several newsletters and a magazine, all of which focus on the grantmaker's point of view. The magazine and some of the newsletters seek out articles and opinions from grantmakers and advisers. Contact each editor directly.

■ **Foundation News & Commentary** (bimonthly magazine)

contact: Jody Curtis, executive editor (curtj@cof.org)

audience: 10,000 grantmakers and nonprofit managers

outside articles: Looks for outside contributors for "Commentary," "From the Field," "Three Funders," "Ethics," and some features, particularly case studies or articles that highlight lessons learned or "how we did it." Call or send query letter.

■ **Council Columns** (19 issues per year, newsletter)

contact: Margaret Schmid Odell, editor (odelm@cof.org)

audience: 8,600 foundation staff and trustees

■ **Family Matters** (quarterly newsletter)

contact: Jason Born, editor (bornj@cof.org)

audience: 1,200 family foundation trustees, staff and advisers

■ **Community Foundation Quarterly** (newsletter)

contact: Erica Hayes, editor (hayee@cof.org)

audience: 950 community foundation board members and staff; advisers

■ **Corporate Update** (quarterly newsletter)

contact: Bob Speltz, editor (spelr@cof.org)

audience: 700 corporate community involvement professionals

■ **Washington Update** (published as needed)

contact: Anne Babcock, editor (babca@cof.org)

audience: 1,700 grantmakers, RAGs, financial advisers and attorneys

■ **International Dateline** (quarterly newsletter)

contact: Helen Seidler, editor (seidh@cof.org)

audience: 900 grantmakers and nonprofits in the United States and abroad

CHRONICLE OF PHILANTHROPY

1255 23RD STREET, NW
WASHINGTON, DC 20037
202/466-1200

contact: Elizabeth Greene, news editor
format: biweekly tabloid newspaper
audience: 35,800 nonprofit executives, fundraisers, grantmakers and corporate givers

scope: Offers stories on fundraising, managing nonprofits, philanthropy and government, items of special interest to board members and donors, plus rundowns of recently awarded gifts, annual reports, upcoming events and job listings.

outside articles: It is staff written except for opinion pieces and letters. Photographs are accepted for "The Face of Philanthropy."

FUND RAISING MANAGEMENT

224 SEVENTH STREET
GARDEN CITY, NY 11530
800/229-6700

contact: Greg Gattuso, managing editor
format: monthly magazine
audience: 8,000 mid- to top-level managers of foundations and nonprofits
outside articles: Gattuso explains: "Almost all of our features are written by outside sources—where the real expertise is."

THE GRANTSMANSHIP CENTER MAGAZINE

1125 W. SIXTH STREET, FIFTH FLOOR
P.O. BOX 17220
LOS ANGELES, CA 90017
213/482-9860

contact: Marc Green, editor
format: published 3 times per year; tabloid newspaper
audience: 200,000 nonprofit managers and fundraising professionals (it's mailed out for free, upon request)

scope: The Grantsmanship Center claims to be the world's oldest and largest training organization for the nonprofit sector, and this paper—formerly known as the *Whole Non-profit Catalogue*—highlights new practices and techniques that people can adopt to become better fundraisers.

outside articles: "Yes, but I don't encourage them," Green says.

NONPROFIT TIMES

240 CEDAR KNOLLS ROAD, SUITE 318
CEDAR KNOLLS, NJ 07927
201/734-1700

contact: Paul Clolery, editor-in-chief

format: monthly tabloid newspaper
audience: 34,000 nonprofit managers, especially in fundraising and development
scope: Says Clolery, "We have a really focused mission and that is to help nonprofits make more money."
outside articles: Very few are accepted.

NONPROFIT WORLD

THE SOCIETY FOR NONPROFIT ORGANIZATIONS
6314 ODANA ROAD, SUITE 1
MADISON, WI 53719
800/424-7367

contact: Jill Muehrcke, editor
format: bimonthly magazine
audience: 5,000 nonprofit staff and board members, fundraisers
scope: Content revolves around the ways—such as conducting effective assessments and audits, and knowing how not to alienate donors—in which nonprofits and fundraisers can become better service providers. Many of the features are written by nonprofit officers and consultants, and its Q&A column offers responses written by professionals located throughout the United States.
outside articles: Welcomed and used often.

PHILANTHROPY JOURNAL OF NORTH CAROLINA

5 WEST HARGETT STREET, SUITE 805
RALEIGH, NC 27601
919/899-3744

contact: Todd Cohen, editor and publisher
format: monthly tabloid newspaper
audience: 5,000 foundation board and staff members, nonprofit and religious leaders
scope: Covers corporate and foundation giving, fundraising, and a range of nonprofit issues, mostly in the state but some national.
outside articles: Welcomed. Says Cohen, writers should call in advance, and try to make stories "clear and concise and provocative."

COVERS GRANTMAKING IN SINGLE INTEREST AREA

THE CHRONICLE OF HIGHER EDUCATION

1255 23RD STREET, NW
WASHINGTON, DC 20037
202/466-1000

contact: Julie Nicklin, assistant editor/Joye Mercer, senior editor
format: weekly tabloid newspaper
audience: 94,000 college and university

administrators and faculty members
scope: Deals almost entirely with higher ed issues like NCAA sanctions and federal rulings on college policies, but its "Business and Philanthropy" section covers foundations' link to academics, and it lists private giving to colleges and universities.

outside articles: It is staff written except for opinion pieces or essays in their "Section 2" pull-out.

HEALTH AFFAIRS

PROJECT HOPE
7500 OLD GEORGETOWN ROAD, SUITE 600
BETHESDA, MD 20814
301/656-7401

contact: Lee L. Prina, associate editor ("GrantWatch")
format: quarterly journal, to become bimonthly starting January 1997
audience: 9,000 researchers in health policy, economics, and related fields; health care industry executives; foundations that fund in health
scope: The "GrantWatch" segment focuses on foundations. Each includes an essay on a health issue by an outside author, as well as two columns written by Prina: "Grants," a listing that describes grants made to health organizations; and "Outcomes," which summarizes what was learned in foundation-funded initiatives.

outside articles: "GrantWatch" is receptive to essays from foundation leaders on health topics. Prina notes that all pieces written by outside authors are peer-reviewed.

YOUTH TODAY

AMERICAN YOUTH WORK CENTER
1200 17TH STREET, NW, 4TH FLOOR
WASHINGTON, DC 20036
202/785-0764

contact: Bill Treanor, publisher
format: bimonthly tabloid newspaper
audience: 48,000 professionals in the "non-school youth market," such as child welfare, youth development, adolescent health, and juvenile justice/corrections
scope: Covers programs and policy affecting children and teenagers. Regular "Grants" department lists giving in the area of youth services by foundations and government.
outside articles: Staff writers follow up on stories coming from external leads. ■

Who to Call When You Need Communications TA

COMPILED BY ALLAN R. CLYDE

A number of national nonprofit organizations exist with the mission of helping other nonprofits communicate. Many of the newer ones focus on the high-tech realm: communicating electronically. This list will help you find a place to turn to for guidance and perhaps a referral to a local organization or colleague who can help.

The Advertising Council, Inc.

261 MADISON AVENUE
NEW YORK, NY 10016-2303
PHONE: 212/922-1500
E-MAIL: ADCOUNCIL@PRODIGY.COM
WEB: HTTP://WWW.ADCOUNCIL.ORG/

Since 1942 the Ad Council has been the leading producer of public service advertising in the United States. The organization has done such high profile campaigns as "Take a Bite Out of Crime," "Friends Don't Let Friends Drive Drunk," and "A Mind is a Terrible Thing to Waste." The council uses volunteers at agencies to select campaigns in a range of issues that serve "the public good."

To be selected, a campaign must be proposed by an accredited organization and its goals cannot be commercial, political or religiously denominational; the issue must be "of concern to all Americans." The sponsor must also be an expert on the issue, with a formal or informal network of local chapters. Once the board and major committees accept a proposal, an ad agency and volunteer campaign director develop it. The council prepares the ads and distributes them to the media, which donate time and space to run them. Each year the council generates more than \$800 million in media time and space from 29,000 different media outlets. The average Ad Council campaign receives about \$27 million in donated media.

Teaming up with the Benton Foundation, the Coalition for America's Children and advertising agency Young & Rubicam, the Ad Council is currently focused on improving the lives of America's children. This multi-year campaign, sloganized "Whose Side Are You On?," hopes to generate \$200 million in donated media time and space over the next year. It was initially funded by a \$3 million grant over three years from AT&T.

The American News Service

RR1 BLACK FOX ROAD
BRATTLEBORO, VT 05301
PHONE: 800/654-NEWS
E-MAIL: ANS@ANS.SOVER.NET
WEB: HTTP://WWW.AMERICANNEWS.COM/

The American News Service (ANS) is only a year old this fall, but it already can claim it is "the largest nonprofit service in the world offering news and information on innovations in public problem solving." It now offers eight feature articles, often but not always about nonprofits, to over 500 media outlets nationwide. The service is now free, but a fee structure will be phased in. (It's in a pilot phase, funded by the Rockefeller Brothers Fund and the Public Welfare, Rapoport, Christopher Reynolds and Surdna foundations.) The Knight-Ridder/Tribune transmits ANS stories, while other articles are also distributed to subscribers by e-mail, fax and regular mail every other week.

Association for Progressive Communications

APC NORTH AMERICAN REGIONAL OFFICE
PRESIDIO BLDG 1012, FIRST FLOOR
TORNEY AVENUE
P.O. BOX 29904-0904
SAN FRANCISCO, CA 94129-0904
PHONE: 415/561-6100, EXT.120
FAX: 415/561-6101
E-MAIL: IGC-INFO@IGC.APC.ORG
WEB: HTTP://WWW.APC.ORG

The Association for Progressive Communications (APC) is a six-year-old global computer network that serves nonprofits and citizen activists, with about 40,000 members in 133 countries. APC is actually a consortium of 21 international networks that allows geographically dispersed groups to coordinate activities

online at a much cheaper rate than can be done by fax, phone or for-profit computer networks.

The Benton Foundation

1634 EYE STREET, NW, 12TH FLOOR
WASHINGTON, DC 20006
PHONE: 202/638-5770
FAX: 202/638-5771
E-MAIL: BENTON@BENTON.ORG
WEB: HTTP://WWW.BENTON.ORG/HOME/

Formed in 1981, the Benton Foundation works with nonprofit organizations to gain an effective voice for social change and to shape the emerging communications environment. Benton helps nonprofits to use a range of communications tools (opinion research, video production, CD-ROM, radio, etc.) to make their case, engage their constituencies, build coalitions, and share work and information. Benton's involvement ranges from hands-on support for grassroots media advocacy to the strategic planning and coordination of a national policy summit.

The Center for Strategic Communications

72 SPRING STREET, SUITE 208
NEW YORK, NY 10012
PHONE: 212/965-0180
FAX: 212/965-0185
E-MAIL: CSC_INFO@PIPELINE.COM
WEB: HTTP://WWW.CSC.ORG

The Center for Strategic Communications educates nonprofits about communications tools, media techniques and how to develop communications plans. The center also works to strengthen those organizations providing communications technical assistance to the nonprofit sector.



The Communications Consortium Media Center

1200 NEW YORK AVENUE, NW SUITE 300
WASHINGTON, DC 20005
PHONE: 202/326-8700
FAX: 202/682-2154

Formed in 1988, the Communications Consortium Media Center (CCMC) teaches nonprofits how to use media and telecommunications technology as tools for public education and public policy change. CCMC arranges collaborations between organizations with similar agendas and develops education campaign strategies—focusing the message, identifying a target audience, commissioning public opinion research when necessary and establishing speaking points. To be taken on as a project of CCMC, an organization must be willing to collaborate and must be working on an issue that is emerging on the national policy agenda. Among CCMC's current issues: global stewardship and population, family preservation, keeping early child care provisions intact in current welfare legislation, learning disabilities and energy efficiency.

Environmental Media Services

1606 20TH STREET NW, SUITE 200
WASHINGTON, DC 20009
PHONE: 202/483-0664
FAX: 202/265-6160
E-MAIL: EMS@EMS.ORG

Since 1993, Environmental Media Services (EMS) has worked on expanding and improving media coverage of environmental issues. It is a project of the San Francisco-based Tides Center. EMS creates extended media campaigns on behalf of issues rather than particular organizations, although it does seek partnerships with groups that have expertise in the issues' area. EMS focuses on only a handful of issues per year; last year they were: pesticides and toxins in air, food and water; ending corporate welfare that hurts the environment; preserving the Everglades; and global climate change.

HandsNet

20195 STEVENS CREEK BOULEVARD
SUITE 120
CUPERTINO, CA 95014
PHONE: 408/257-4500
FAX: 408/257-4560
E-MAIL: HNINFO@HANDSNET.ORG
WEB: HTTP://WWW.HANDSNET.ORG

Founded in 1987, HandsNet links approximately 5,000 public interest and human service

organizations across the United States. Network members include national clearinghouses and research centers, community-based service providers, foundations, government agencies, public policy advocates, legal services programs and grassroots coalitions. HandsNet's mission is to support the human service and public interest communities by enhancing their communication, information-sharing and collaboration capabilities. HandsNet publishes a digest, *Web Weekly*, which provides a small selection of the hundreds of valuable policy, program and resource articles posted by HandsNet members each week.

Impact Online, Inc.

715 COLORADO AVENUE SUITE 4
PALO ALTO, CA 94303
PHONE: 415/327-1389
FAX: 415-327-1395
E-MAIL: RESPOND@IMPACTONLINE.ORG
WEB: HTTP://WWW.IMPACTONLINE.ORG/INFO/INDEX.HTML

Founded in 1994, Impact Online encourages nonprofits to make use of the World Wide Web for not only getting their message out, but recruiting volunteers. In April Impact announced a new Web service: it now hosts logo, address and descriptive information about nonprofits, searchable by anyone visiting Impact's site. Impact's Web site includes: information on volunteer opportunities from around the country, profiles of organizations (such as the Points of Light Foundation and the California Commission on National Service), links to nonprofits around the world, and a course for nonprofits interested in using on-line technology for social change.

Institute for Global Communications

PRESIDIO BUILDING 1012, FIRST FLOOR
TORNEY AVENUE
P.O. BOX 29904
SAN FRANCISCO, CA 94129-0904
PHONE: 415/561-6100
FAX: 415/561-6101
E-MAIL: INFO@IGC.ORG
WEB: HTTP://WWW.IGC.ORG

Founded in 1986 as a project of the Tides Center, the Institute for Global Communications (IGC) is an Internet access provider and on-line service for individuals and nonprofits. It now serves around 13,000 members, tending toward progressive causes. IGC is home to five on-line communities: PeaceNet, EcoNet, ConflictNet, LaborNet and WomensNet. IGC provides Internet e-mail, public and private dis-

cussion forums, World Wide Web access, graphical user interface, mailing lists, databases, technical assistance and electronic publishing, training, consultation and customer support.

Pacific News Service

450 MISSION STREET, ROOM 204
SAN FRANCISCO, CA 94105
PHONE: 415/243-4364
FAX: 415/243-0815
E-MAIL: PACIFICNEWS@PACIFICNEWS.ORG
WEB: HTTP://WWW.PACIFICNEWS.ORG/JINN/

Pacific News Service (PNS) was founded in 1970 as a project of the nonprofit Bay Area Institute. PNS is a network of writers, scholars and journalists who aim to explore the least known, least understood and most controversial sides of issues and trends. PNS's original focus was the Vietnam War, and has since shifted to issues such as immigration, the global economy, deindustrialization and the emergence of what PNS describes as a new "underclass" of Americans. PNS produces and syndicates over 300 articles a year for some 100 subscribing newspapers, including major dailies such as the *Washington Post*, and *Los Angeles Times*, and organizes roundtables on various issues and short commentaries for local adult radio broadcasts. PNS also coordinates seminars to bring its sources into contact with foundation officers, policy makers, public interest researchers and the mainstream media. PNS publishes an eight-page monthly newspaper, *Youth Outlook* (YO! for short), which is distributed to about 350,000 readers of the *SF Independent* and *Oakland Tribune*.

Public Media Center

466 GREEN STREET
SAN FRANCISCO, CA 94133-4067
PHONE: 415/434-1403
FAX: 415/986-6779
E-MAIL: PUBLICMEDIACENTER.ORG
WEB: HTTP://WWW.PUBLICMEDIACENTER.ORG

The Public Media Center specializes in marketing campaigns directed at raising the public's awareness of health, social, environmental, and community issues. Specific campaigns have centered on women's health, AIDS education, media fairness, social justice and civil rights. Since its founding in 1974, PMC has served over 1,500 nonprofits and governmental agencies in the United States and abroad.

The San Francisco Study Center

COMMUNITY GRAPHICS
1095 MARKET, ROOM 602
SAN FRANCISCO, CA 94103
PHONE: 800/484-4173, EXT. 1073
FAX: 415/626-7276
E-MAIL: CLINK@GLADSTONE.UOREGON.EDU
WEB: HTTP://WWW.STUDYCENTER.ORG/INDEX.HTML

The San Francisco Study Center has offered editorial, design, production, and marketing and distribution services to nonprofits, foundations and public social service agencies in northern California since 1972. The Study Center also sells the publications and audio/video materials it produces through four programs: Many Cultures, Study Center Press, AIDS Video

Resources and Senior Medication Education. The center helps to identify markets, acquire mailing lists and design direct-mail pieces.

Telecommunications Cooperative Network

2101 WILSON BOULEVARD, SUITE 417
ARLINGTON, VA 22201
PHONE: 800/669-4TCN; 703/312-7000
FAX: 800/214-0351; 703/243-0202
E-MAIL: HELPDESK@TCN.ORG
WEB: HTTP://WWW.TCN.ORG/

The Telecommunications Cooperative Network (TCN) was established in 1980 to help nonprofits lower communication costs and improve their use of technology. TCN's 4,000 members

pool their resources to increase their buying power in the communication marketplace. It offers cooperative purchasing of communication services such as long distance savings programs, toll-free numbers, fax broadcasting, fax-on-demand, as well as e-mail and other data communications services each month. The Communications Technology Benchmarking program helps members identify immediate steps to lower their communication costs and plan their future "infrastructure." TCN also offers members seminars, workshops and teleconferences sponsored by its sister organization, the Center for Strategic Communications, as well as technical assistance with computer networking design and implementation, Internet and e-mail links, on-line special interest groups, and a cooperative help desk. ■

At Your Service: The Communications Network in Philanthropy

The Communications Network in Philanthropy is the first place foundation staff should turn when looking for peer-to-peer advice about foundation communications. CNIP, an affinity group with 168 current members interested in "telling the story" of foundations and "increasing the impact" of foundation grants, has two goals: to improve the use of communications by foundations and to improve members' own skills in this area.

Wilmer Shields Rich Awards Showcase Good Communications Efforts

One of the first things the network got going when it began back in 1980 was a project designed to encourage the publication of annual reports. With the Council on Foundations as co-sponsor, in 1983 this evolved into the annual Wilmer Shields Rich Awards Program for Excellence in Communications.

The Wilmer Shields Rich program aims to educate the field by showcasing good examples of communications. A key element of the program is feedback to all entrants from judges. Entrants get a copy of his or her rating sheets to help show how their communications efforts can be improved. The program also sets minimum guidelines for content that belongs in an annual report: foundation name, address, phone number, financial statement, trustee names, statement of purpose, description of program interests, eligibility requirements, lists of grants and grantees, and application procedures. And while a number of the winners each year include nice photos and graphics in their reports, fancy packaging is secondary to useful content.

In 1994 the program expanded "beyond the annual report" to show the wide range of ways foundations communicate and included five additional categories—guidelines, newsletters, magazines, special reports, and public information campaigns. In 1996 the program included a World Wide Web home page category. Twelve entries were received this first year, but it is expected to jump greatly because the number of foundations with Web sites has multiplied. All told, most entries (138 of this year's 292) continue to be annual reports. This program is only open to members of the Council on Foundations or CNIP.

Communications Assistance Service

"We reach out to those organizations that don't have communications staff or those that have communications people who are filling multiple roles," says CNIP President Victoria Weisfeld, senior communications officer at the Robert Wood Johnson Foundation. One way the network has tried to achieve this is by compiling and distributing a resource directory. The directory includes write-ups of CNIP members who volunteer to be resources for other foundation colleagues in their specific areas of expertise.

Annual Meetings

CNIP holds full membership meetings twice annually—in the spring, in connection with the Council on Foundations annual conference and again in the fall. Both emphasize professional development for the foundation communicator. This year's fall meeting will be held October 9-11 in Detroit at the Atheneum Hotel.

For more information about CNIP, contact: Meg A. Ryan, The Colorado Trust, 303/837-1200, or e-mail: meg@coltrust.org.



■ After 25 years as president of the St. Paul, Minnesota-based Bush Foundation, **Humphrey Doermann** has announced plans to step down at the end of this year. A search committee has been formed to identify a successor for Doermann, a former newsman at the *Minneapolis Star* and administrator at Harvard University. With more than \$529 million in assets, the foundation granted over \$19.4 million in 1995, and has given away a total now approaching \$500 million since it was established in 1953.

■ **George A. Garnett** has been appointed vice president of programs at the Minneapolis Foundation. Garnett, who succeeds **Don Drake**, is a former executive director of the Green Institute, which specializes in eco-industrial development projects. He has worked with both the Minnesota and Nebraska state departments of economic development. The Minneapolis Foundation has assets of \$235 million and granted more than \$10 million last year.

■ The Hillsboro, Oregon-based Intel Foundation has named former Executive Director **Margie Kintz** to succeed the foundation's first president, **Robert W. Reed**, who has retired after eight years in that position. Kintz, who has held managerial positions for the Intel Corporation in both corporate contributions and academic relations, is succeeded as executive director of the foundation by **Peter Broffman**, formerly the foundation manager. The Intel Foundation has assets of \$15.6 million and last year gave over \$4 million.

■ **Walker Sanders** has been named the first president of the J. Marion Sims Foundation in Lancaster, South Carolina. Sanders is a former certified financial planner with the Teague Group, where he specialized in estate planning, and has worked closely with the Cole Foundation Endowment Fund of the Foundation for the Carolinas. Established in 1994 as a result of the sale of Springs Memorial Hospital, the Sims

foundation has assets over \$52 million and will announce its first grants October 1.

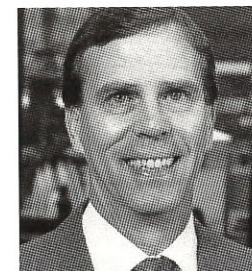
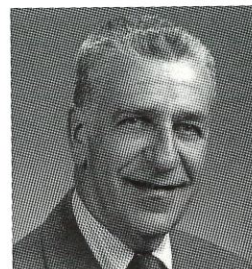
■ Robert Wood Johnson Foundation Vice President **Ruby Hearn** has been promoted to senior vice president. Hearn, currently a member of the Council on Foundation's board of directors, joined the foundation as a program officer in 1976. This Princeton, New Jersey-based organization has made more than \$2 billion in grants since becoming a national philanthropy in 1972.

■ Effective January 1, **Dr. Lincoln Chen** will become vice president of the Rockefeller Foundation. Chen is currently the Taro Takemi professor of international health and chair of the department of population and international health at Harvard's School of Public Health. He is also director of the Harvard University Center for Population and Development Studies. Prior to joining Harvard's faculty Chen was the representative for the Ford Foundation in India and Bangladesh. The

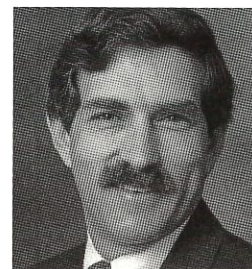
Rockefeller Foundation has \$2.4 billion in assets and last year granted nearly \$95 million.

■ **Karen D. Hoeb**, president and CEO of the Greater Cincinnati Foundation, has announced her intention to resign by December 1. A search committee has been appointed to find a successor for Hoeb, who joined the foundation as executive director in 1988. In the same office, **Lawrence D. Graziani** has been appointed to the newly created position of vice president, operations. Graziani comes to the foundation after working with Herschede Jewelers, Frequency Marketing Incorporated and the University of Cincinnati Foundation. With more than \$160 million in assets, the foundation granted over \$10 million in 1995.

■ The Kansas Health Foundation has elected **Marni Vliet** president. Vliet, who has an extensive background in health and wellness programs and community and civic involvement, joined the foundation



From top to bottom:
Humphrey Doermann,
George A. Garnett,
Margie Kintz,
Lawrence D. Graziani



From top to bottom:
Marni Vliet,
David J. Miller,
Lauren Y. Casteel,
Elsa I. Holguín

in 1986 as a program consultant, and has held the vice president and COO, and senior vice president positions. Vliet succeeds **A. B. "Jack" Davis**, who retired after five years as president of the Wichita-based foundation, which last year granted over \$15.4 million from an asset base of more than \$340 million.

■ Former MCI Communications Corporation Director of Public Relations **Bernard A. Goodrich** has been named the first executive director of the William G. McGowan Charitable Fund in Washington, D.C. Goodrich operates his own consulting firm, has been a director of public relations for the ITT Corporation, served on the board of the National Press Foundation for the past 20 years and administered the MCI Foundation for the company before retiring in 1995. Last year the McGowan fund granted \$3.1 million from an asset base of \$82 million.

■ The Urban Institute, a Washington, D.C.-based policy research organization, has

announced the creation of the Center on Nonprofits and Philanthropy, to be headed by **Elizabeth T. Boris**. Boris is the former director of the Nonprofit Sector Research Fund at the Aspen Institute. **Alan Abramson**, the fund's associate director since 1994, will succeed Boris. The new center will provide analyses of activities and impacts of charitable organizations, conduct research on related policy issues, and act as a repository of national and state data on nonprofits. The National Center for Charitable Statistics, which recently transferred to the Urban Institute from Independent Sector, will also be a part of the new center, under the direction of **David Stevenson**.

■ **B. J. Stiles**, executive vice president and COO of the National AIDS Fund has been elected to succeed **Paula Van Ness** as fund president. Van Ness resigned after heading the fund since its creation in 1988. Stiles has served as Van Ness' deputy since January, when the organization he

headed—the National Leadership Coalition on AIDS—merged with the Washington, D.C.-based fund. Stiles is also a former vice president of the Council on Foundations. To date, the fund has generated more than \$50 million to support 2,400 HIV/AIDS prevention, care and advocacy programs nationwide.

■ The Denver Foundation has named **David J. Miller** executive director. Miller, a consultant with Greenberg, Baron, Simon & Miller, Inc., has an extensive background in Colorado state and city government, having served as executive director of the Colorado Office of State Planning and Budgeting and a member of the governor's cabinet. He also serves as vice president of the Hunt Alternatives Fund. Miller succeeds **Robert E. Lee**, who served as executive director for seven years and will continue on as a consultant. Established in 1925, the foundation awarded approximately \$2.7 million in grants last year from \$57 million in assets.

■ The Englewood, Colorado-based Temple Hoyne Buell Foundation has named **Lauren Y. Casteel** executive director. Casteel, former president of the Hunt Alternatives Fund, has an extensive background in communications, both as a broadcast journalist and former senior communications adviser to former Denver Mayor Federico Peña. Casteel is also board vice president for administration of the Women's Foundation of Colorado. With assets of \$56 million, Temple Hoyne Buell last year granted approximately \$2.8 million.

Elsa I. Holguín has been named to succeed Casteel as executive director of the Denver-based Hunt fund. Holguín has served as associate director of the fund since 1994, and has 16 years of experience in the nonprofit sector, including work for the Women's Foundation of Colorado and the Mi Casa Resource Center for Women. The Hunt Alternatives Fund has assets over \$8.6 million and granted more than \$1.2 million in 1995. ■

Resource Directory

Resource Directory advertising is sold on a yearly basis as a service to *Foundation News & Commentary* readers. If you would like to list your organization's services in future editions, contact Leslie A. Howell at 202/467-0469 for further details. Advertising in this or any other section of *Foundation News & Commentary* does not reflect the positions or policies of the magazine or the Council on Foundations.

COMMUNICATIONS/MARKETING

ANNUAL REPORTS

Casper Design Group510/549-1300
903 University Avenue
Berkeley, CA 94710
Award-winning design firm specializing in annual reports. Full range of creative services includes concept, design, research, writing, photography, illustration, production and printing. Call or write for samples.

BROADCAST SERVICES

West Glen Communications, Inc......800/325-8677
Fax:212/944-9055
E-mail:http://www.westglen.com
1430 Broadway
New York, NY 10018
The nation's leading producer and distributor of TV and radio public service announcements (PSAs), video news releases (VNRs), and satellite and radio media tours. **WEST GLEN GUARANTEES** broadcasts and telecasts. **WEST GLEN's** services include getting your message into mass media, and targeted audience video distribution programs, custom designed to reach specialized audiences such as schools, churches, community groups, and health care workers.

CREATIVE SERVICES

Lipman Hearne, Inc.312/946-1900
Fax:312/946-1922
303 East Wacker Drive, Suite 1030
Chicago, IL 60601
Lipman Hearne is a full-service communications firm with a 25-year track record in the philanthropic sector. We provide counsel and creative services to grant-making foundations and serve as technical assistance providers to foundation grantees. Call Bob Lipman for details.

PUBLICATIONS

The Chronicle of Philanthropy 202/466-1234
1255 Twenty Third Street, N.W.
Washington, DC 20037
The newspaper of the non-profit world providing news, analysis, and how-to advice for fundraisers, nonprofit leaders, and foundation executives. Every issue includes an invaluable listing of grant announcements and job opportunities. One-year (24 issues) subscription, \$67.50.

SCHOLARSHIP ADMINISTRATION

Center for Scholarship Management.....317/578-6559
PO Box 6180
Indianapolis, IN 46206-6180
Comprehensive scholarship program administration and consultation services. Achievement or financial need evaluation. A division of USA Group Guarantee Services, serving higher education for more than 35 years.

COMPUTERS

GENERAL COMPUTER AND SOFTWARE SERVICES

MicroEdge 800/899-0890
1114 First Avenue, New York, NY 10021
Nationally recognized authority in PC-based applications development. Specializing in custom solutions using PC-Networks and Client Server Platforms. Developer and publisher of the Gifts™ software products for grantmakers. (See ad, front inside cover)

SOFTWARE/FUND ACCOUNTING

American Fundware, Inc. 800/551-4458
Fax:303/756-3514
1385 South Colorado Boulevard, Suite 400
Denver, CO 80222
Accounting software for nonprofit and government entities.

Blackbaud, Inc. 800/443-9441
4401 Belle Oaks Drive, Charleston, SC 29405-8530
Blackbaud's *Accounting for Nonprofits*, an integrated software system with a phased implementation planned to Windows 95/NT, beginning with *General Ledger 6.0*.

Micro Information Products, Inc......800/647-3863
Local Phone:512/454-5004
Fax:512/454-1246
505 East Huntland Dr., Suite 340,
Austin, TX 78752-3772
MIP Fund Accounting™ for DOS...MIP NonProfit Series™ for Windows®
Since 1982 with over 3,000 customers, MIP provides accounting software for the unique needs of nonprofit organizations and governmental agencies (FASB/GASB compliant).

PG Calc Incorporated 617/497-4970
Fax: 617/497-4974
129 Mt. Auburn Street, Cambridge, MA 02138
PG Calc is a leader in software solutions and services for administrative tasks associated with gift annuity, remainder trust and pooled fund stewardship. *Coming next: Unitized sub-accounting for endowment funds and charitable funds.*

SOFTWARE/FUNDRAISING

Blackbaud, Inc. 800/443-9441
4401 Belle Oaks Drive, Charleston, SC 29405-8530
The Raiser's Edge for Windows™, the most powerful, yet easy-to-use, fund-raising software in the world.

SOFTWARE/GRANTS MANAGEMENT

HandsNet 408/257-4500
Fax: 408/257-4560
E-mail:hinfo@handsnet.org
20195 Stevens Creek Blvd., Suite 120
Cupertino, CA 95014
HandsNet is a national, nonprofit information and communications network. Its mission is to provide leadership and support to the human services community by enhancing their communications, information-sharing and collaboration capabilities.

TRAC, Inc. 800/676-5831
530 Oak Grove Avenue, Suite 101
Menlo Park, CA 94025
Integrated Fund Accounting, Grant Tracking and Donor Tracking software programs since 1987. Written in Fox Pro for Windows, DOS and Macintosh. Call for free demo disk. (See ad, back cover)

SOFTWARE/GRANTS TRACKING

Caldyne, Inc. 630/833-0066
107 East Vallette, Suite 1325, Elmhurst, IL 60126
GrantTracker™, grant management software that is very easy to use yet very powerful. Customizable to adapt and grow with your organization.

MicroEdge 800/899-0890
1114 First Avenue, New York, NY 10021
GIFTS for Windows™, PC-Gifts™, Essential-Gifts™, Matching-Gifts™, manage all aspects of grants administration including such programs as Direct Giving, Corporate Contributions, Matching Gifts, and more. Technical Support and Training are included. Customization services are also available. (See ad, front inside cover)

Henry A. Bromelkamp + Co...... 612/870-9087
106 East 24th Street, Minneapolis, MN 55404
Computer consultants; developers of HOBIE/PC Software for Giving Grants, a comprehensive system customized for your organization. Integrated with accounting and your word processor. (See ad, page 11)

Blackbaud, Inc.800/443-9441
4401 Belle Oaks Drive
Charleston, SC 29405-8530
Blackbaud recently acquired Riverside Software, the leading supplier of grantmaking solutions for more than ten years. *Award*, the next generation of grants management software for foundations and corporations, incorporates all the features of *Riverside Grants*, the most widely used management tool for professional grantmakers, plus much more. (See ad, page 36)

SOFTWARE/PLANNED GIVING

Blackbaud, Inc. 800/443-9441
4401 Belle Oaks Drive, Charleston, SC 29405-8530
The first comprehensive planned giving software with the convenience and speed of Microsoft Windows, *ParaGon™* supports creative development of planned giving marketing strategies and relationships.

Crescendo Planned Gifts

Marketing Software..... 800/858-9154
Local Phone:805/987-0565
Fax:805/388-2483
1601 Carmen Drive, Suite 103
Carmillo, CA 93010
Crescendo is the leader in providing calculations software for marketing planned gifts. Crescendo's proposals using bold print and full color graphics are powerful and persuasive in closing major gifts.

PG Calc Incorporated 617/497-4970
Fax: 617/497-4974
129 Mt. Auburn Street, Cambridge, MA 02138
PG Calc is a leader in planning giving calculations, marketing and gift administration software. PG Calc software calculates deductions and financial benefits for all planned gifts and produces persuasive marketing presentations to meet all needs. Over 850 institutions use PG Calc software for successful gift planning. Available for IBM and Macintosh. PGM: \$1,795 plus \$495 annually. Mini Manager: \$895 plus \$395 annually. Also available, IBM software and services for administrative tasks associated with gift annuity, remainder trust, and pooled-fund stewardship. *Coming next: Unitized sub-accounting for endowment funds and charitable trusts.*

PhilanthroTec, Inc. 800/332-7832
Fax: 704/845-5528
E-mail:leeh@vnet.net
10800 Independence Pointe Parkway, Suite F
Matthews, NC 28105
Over 1,100 planned giving professionals use PhilanthroTec's highly acclaimed, accurate, informative, flexible and colorful planned giving software. Our NEW version 4.0 Master Templates shorten the completion of a complex planned gift analysis to a few minutes. Compare techniques, go to any depth of a calculation, then show your donor one colorful chart that tells it all. PhilanthroTec, the choice of the professional planned gift professional. Priced from \$145 to \$1,895. Call, fax or E-mail for additional information.

SOFTWARE/TRUST MANAGEMENT

BancCorp Systems..... 800/423-8862
P.O. Box 50597
Amarillo, TX 79159-0597
In-house PC solutions for managing charitable trusts and pooled funds.

EDUCATION

EDUCATION OPPORTUNITIES

Institute for Not-for-Profit Management..... 212/854-5549
Fax: 212/316-1473
Columbia University Graduate School of Business
2880 Broadway, 4th Floor
New York, NY 10025
Intensive executive education programs for mid-level and senior managers of not-for-profit organizations.

PROFESSIONAL SERVICES/CONSULTING

CONVERSIONS/FOUNDATION ADMINISTRATION

Professional Philanthropy Services 619/231-1927
655 Fourth Avenue, Suite 32
San Diego, CA 92101
Offering a full range of services by experienced foundation professionals. We specialize in newly created foundations arising from the sale of nonprofit health enterprises, as well as management and professional services required by small foundations.

EARNED INCOME/BUSINESS VENTURES

The National Center for Social Entrepreneurs, Inc. 1/888/476-2368
Fax:612/831-5310
Southgate Office Plaza, Suite 975
5001 W. 80th Street
Minneapolis, MN 55437
A nonprofit organization founded in 1985. The National Center helps nonprofits create earned income strategies for their internal programs and assists with development of social purpose business ventures.

FUNDRAISING/DEVELOPMENT

The Alford Group, Inc. 800/291-8913
7660 Gross Point Road
Skokie, IL 60077
Services include effective campaign management, strategic planning, marketing, resource development consultation and training.

GENERAL CONSULTING

Lasnik-Broida Consultants (L-B-C)310/247-4945
9454 Wilshire Blvd., Suite 700
Beverly Hills, CA 90212
L-B-C offers innovative and customized compensation and performance management services. Over 10 years of experience with major foundations and non-profits.

INVESTMENT MANAGEMENT

Equity Assets Management, Inc......800/821-9302
6102 E. Mockingbird Lane, #111
Dallas, TX 75214
Domestic equity investment management for growth-oriented private foundations. Free Brochure.

TIFF Investment Program..... 804/984-0084
2405 Ivy Road, Charlottesville, VA 22903
A non-profit investment cooperative offering a diverse array of commingled investment vehicles. Open exclusively to 501(c)(3) organizations, including grantmaking foundations.

OUTSOURCING/MATCHING GIFT ADMINISTRATION

Blackbaud, Inc.800/443-9441
4401 Belle Oaks Drive
Charleston, SC 29405-8530

Blackbaud's Service Bureau team will develop efficient, economical and specialized procedures for administering your corporation's employee matching gift data. Customized reports provide you with the information you need to manage the program – without the administrative headaches!

The JK Group, Inc...... 800/480-GIFT
Fax: 609/799-8019
PO Box 7174
Princeton, NJ 08543-7174
Are you paying too much and getting too little? Reduce Cost, Increase Flexibility and Maintain Personal Service. Outsource your Matching Gift Program to The JK Group.

Matching Gift Center1-800-MATCHING
1250 Broadway (Attn: Jessica Hammer)
New York, NY 10001
The Experts in Matching Gift Administration. Contributions Managers at some of the most prominent corporations in America have discovered that entrusting the administration of their programs to the Matching Gift Center improves the quality, contains costs and allows for more effective allocation of precious staff resources.

The Matching Gift Center now also offers TeleMatch, the form-free touch-tone Gift Administration Service. Call today for your free demo!

SURVEY RESEARCH/STRATEGIC PLANNING

Louis Harris & Associates 212/539-9600
111 Fifth Avenue
New York, NY 10003
Louis Harris & Associates, one of the nation's most respected survey research organizations; advises and conducts survey research for national, state and local foundations throughout the United States. Our surveys can help design and evaluate your foundation's programs and bring credible data to important public policy issues. Contact: Robert Leitman, Senior Vice President.

TRUSTEE SERVICES

Philanthropy Resources 503/235-2997
Fax: 503/235-3411
629 SE St. Andrews Drive
Portland, OR 97202
Grants management services for private, public and corporate foundations and individuals planning charitable giving. Contact Thomas D. Aschenbrener, President.

SUBSCRIBER SERVICE

MOVING? WANT TO SUBSCRIBE?
ADDITIONAL COPIES?

Call our new subscriber service line at
800/771-8187 or 301/853-6590
or subscribe on the Web at
http://www.cof.org

Or write to us at:
Foundation News & Commentary
Circulation Office, 1828 L Street, NW
Washington, DC 20077-6013

To know where you're going you have to know where you've been.

Most foundations acknowledge that truism through their continuous attempts to measure program impact and investment performance. For some reason, though, systematic evaluation of communications tends to get overlooked.

There are reasons why this is so. Among them: the newness of communications to many foundations, the imprecise nature of it, limited time and resources for it, and the preference of many communicators (including me) for the creative rush of planning and implementation versus the dry satisfaction of analyzing results.

Communications evaluation techniques have become well defined and integrated into practice only within the past decade or so. For example, in 1988 only 16 percent of public relations practitioners conducted evaluations to assess the effectiveness of their strategies; in 1992, 48 percent did. More and more, communications specialists are being asked to provide evidence of the impact of their work (especially at budget time).

As with other areas of foundation work, evaluation is one of the best ways to increase the credibility of the communications effort and to clarify how it contributes to the overall mission. In order to know where to strategically invest time and money next year, we have to know what worked and didn't work this year.

My own experience with evaluation at the Minneapolis Foundation began a couple of years ago when we undertook a print advertising campaign to increase visibility and attract donors. Maintaining funding for this campaign meant documenting results, so we chose two simple techniques: counting the number of advertising exposures (measuring reach), and using a tracking response mechanism (demonstrating results).

Tracking Response. We use a designated phone line listed only in our ads to capture the number and types of inquiries the ads generate. We then track

meetings that are set up with callers and funds that are created as a result of those meetings. After two years of the campaign, we've received nearly 200 calls and more than \$600,000 in new donations that we attribute directly to the ads. Our data also tells us which ads and media pull the most calls, and allows us to eliminate weak ads and avoid wasting money.

Counting hits. Slowly we've built evaluation into other components of our communications as well—including media relations. For two years we've tracked our media coverage by type of medium, nature of content, column inches and number of photos. Last year, for the first time we were able to compare data from two consecutive years and analyze which media and content areas we need to target this year.

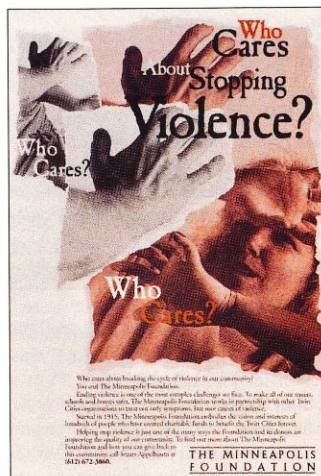
Adding it up. Last year I produced a year-end communications report, which is both archival and evaluative and is shared with staff and trustees. It contains product samples of our work in advertising, media relations, special events, publications and outreach, as

well as impact data we've collected in each area. For example, we note: 1) attendance figures for all special events (including convening) and an analysis of annual meeting attendance to check that representation from major audiences was balanced (if not, we target the underrepresented audiences the following year); and 2) audience size, topic and venue for senior staff speaking engagements so we can become more strategic in decisions about where, to whom and about what presentations on the foundation are made.

By using these simple techniques, we've taken the first steps toward truly understanding whether our communications are moving our institution toward its strategic objectives. Evaluation has already helped us avoid repeating mistakes and is gradually becoming one of the keystones of our communications planning.

I'm even finding that someone who prefers the creative side of communicating can learn to love numbers. ■

FROM THE FIELD



Did this ad have an impact? Only an evaluation will tell.

BACK TO THE FUTURE

BY GAYLE THORSEN

VICE PRESIDENT, COMMUNICATIONS, THE MINNEAPOLIS FOUNDATION

SOFTWARE

MANAGEMENT TOOLS FOR PROFESSIONAL GRANTMAKERS.

Riverside Software has been North America's leading developer of software for grantmaking organizations for more than a decade. More than 650 organizations, including 130+ Fortune 500 corporations, use Riverside Software's programs as an integral part of their management process. **Riverside Grants, The Grants Manager and Matching Gifts** are all products designed specifically for foundations and corporate contributions departments.

On February 1, 1996, Riverside Software was acquired by Blackbaud, Inc., the world's largest supplier of software for nonprofit organizations. This means the following benefits for the grantmaking community: software that takes advantage of Windows 95, more support services, more comprehensive training, more outstanding services and assorted Internet-based services.

Award, the next generation of grants management software for foundations and corporations, incorporates all the features of **Riverside**

Grants, plus much more. **Award** is the first grantmaking product to take full advantage of the power, speed and ease of use of Windows 95 and Windows NT. Desktop and client server versions will be available. For more information, please call 800/443-9441 or contact us via email at <sales@blackbaud.com>.

Blackbaud, Inc.
4401 Belle Oaks Drive
Charleston, SC 29405-8530

FUNDRAISING

MURDER FOR FUN AND PROFIT! Mystery Party Kits for groups of 20 to 80. Perfect fundraiser (profits to \$3,000) and fun-raiser. Everything you need for a successful event. Mystery, P.O. Box 4052-F, Nooksack, WA 98276. 360/966-4297.

Reprints

For bulk reprints (orders of 100 or more) of articles published in *Foundation News & Commentary*, call Marnee Beck at 202/467-0445.

SPECIAL OFFER ON SPECIAL ISSUES

Complete your special topic collection with this limited offer. Buy just one—or get all three for the price of

Please complete this form and mail it to:
Special issues, *Foundation News & Commentary*, 1828 L Street, NW, Washington, DC 20036.

Price: \$8 for one issue; \$7 each for two issues; \$14 total for all three issues. Shipping and handling is included.

All orders must be prepaid either by check or credit card.

YES I WANT TO TAKE A LOOK!

Please send me six bimonthly issues of *Foundation News & Commentary*.

Save with a two-year subscription.

Please check one. ☐ Two years US for \$88.00 ☐ One year US for \$48.00 ☐ One year foreign for \$98.00

Name _____

Organization _____

Address _____

City/State/Zip _____

Phone _____

Payment Method:

☐ Check enclosed, made payable to **Foundation News & Commentary**.

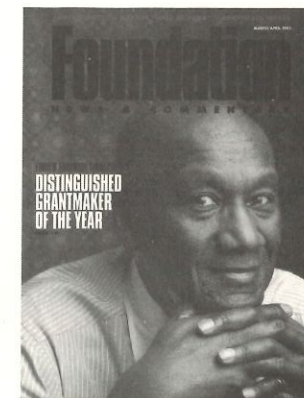
☐ Please bill my credit card: ☐ Visa ☐ MasterCard
Card No. _____ Exp. date _____

Signature _____

Name as it appears on card _____

Daytime telephone () _____

☐ Please bill me.



Mail in the enclosed postage-paid envelope or call toll free 1-800-771-8187.

S/O96

CLASSIFIED

Fund Accounting Software

MIP NonProfit Series™ for Windows® and MIP Fund Accounting® for DOS are feature-rich fund accounting systems for the unique needs of nonprofit and governmental organizations. Reports are flexible, easy-to-customize, and FASB/GASB compliant.



Chosen with Confidence since 1982

MIP's 90-day Guarantee covers Support, Maintenance, and Training. Ask about our checklist, reports brochure and system evaluation kit. MIP's 2900+ nonprofits include American Lung Association, American Red Cross, United Way and Easter Seals.

Ask about our 10% Referral and Lease Programs.

FREE DEMO 800-647-3863

MIP
INCORPORATED
Micro Information Products, Inc.
505 E. Huntland Dr., Suite 340
Austin, Texas 78752-3772
800-647-3863, FAX 512-454-1246

Classified Rates

Classified ads are \$1.00 per word. Deadline for the November/December issue is October 18. Ads are taken on a first-come, first-served basis.

Send your ad to:

Foundation News & Commentary,
1828 L Street, NW,
Washington, DC 20036,
Fax: 202/785-3926.

To know where you're going you have to know where you've been.

Most foundations acknowledge that truism through their continuous attempts to measure program impact and investment performance. For some reason, though, systematic evaluation of communications tends to get overlooked.

There are reasons why this is so. Among them: the newness of communications to many foundations, the imprecise nature of it, limited time and resources for it, and the preference of many communicators (including me) for the creative rush of planning and implementation versus the dry satisfaction of analyzing results.

Communications evaluation techniques have become well defined and integrated into practice only within the past decade or so. For example, in 1988 only 16 percent of public relations practitioners conducted evaluations to assess the effectiveness of their strategies; in 1992, 48 percent did. More and more, communications specialists are being asked to provide evidence of the impact of their work (especially at budget time).

As with other areas of foundation work, evaluation is one of the best ways to increase the credibility of the communications effort and to clarify how it contributes to the overall mission. In order to know where to strategically invest time and money next year, we have to know what worked and didn't work this year.

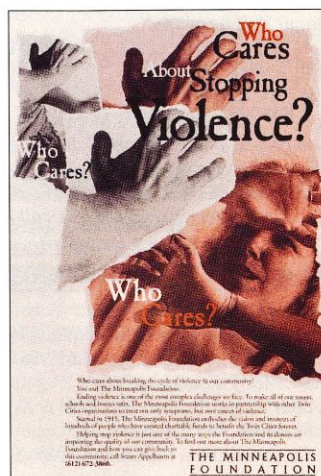
My own experience with the Minneapolis Foundation began a couple of years ago when we undertook a print advertising campaign to increase visibility and attract donor funding for this campaign means so we chose two simple techniques: a large number of advertising exposures and using a tracking response method (measuring results).

Tracking Response. We used a line listed only in our ads to capture types of inquiries the ads generated.

BAC

VICE PRESIDENT

FROM THE FIELD



Did this ad have an impact? Only an evaluation will tell.

meetings that are set up with callers and funds that are created as a result of those meetings. After two years of the campaign, we've received nearly 200 calls and more than \$600,000 in new donations that we attribute directly to the ads. Our data also tells us which

ads and media pull the most calls, and allows us to eliminate weak ads and avoid wasting money.

Counting hits. Slowly we've built evaluation into other components of our communications as well—including media relations. For two years we've tracked our media coverage by type of medium, nature of content, column inches and number of photos. Last year, for the first time we were able to compare data from two consecutive years and analyze which media and content areas we need to target this year.

Adding it up. Last year I produced a year-end communications report, which is both archival and evaluative and is shared with staff and trustees. It contains product samples of our work in advertising, media relations, special events, publications and outreach, as

well as impact data we've collected in each area. For example, we note: 1) attendance figures for all special events (including convening) and an analysis of annual meeting attendance to check that representation from major audiences was balanced (if not, we target the underrepresented audiences the following year); and 2) audience size, topic and venue for senior staff



No Postage Necessary If Mailed in the United States

Business Reply Mail

First Class Permit No. 18439 Washington, DC

Postage will be paid by addressee

Foundation News & Commentary
c/o Council on Foundations

PO Box 96043
Washington, DC 20077-6013

CLASSIFIED

SOFTWARE

MANAGEMENT TOOLS FOR PROFESSIONAL GRANTMAKERS.

Riverside Software has been North America's leading developer of software for grantmaking organizations for more than a decade. More than 650 organizations, including 130+ Fortune 500 corporations, use Riverside Software's programs as an integral part of their management process. **Riverside Grants, The Grants Manager and Matching Gifts** are all products designed specifically for foundations and corporate contributions departments.

On February 1, 1996, Riverside Software was acquired by Blackbaud, Inc., the world's largest supplier of software for nonprofit organizations. This means the following benefits for the grantmaking community: software that takes advantage of Windows 95, more support services, more comprehensive training, more outstanding services and assorted Internet-based services.

Award, the next generation of grants management software for foundations and corporations, incorporates all the features of **Riverside**

Grants, plus much more. **Award** is the first grantmaking product to take full advantage of the power, speed and ease of use of Windows 95 and Windows NT. Desktop and client server versions will be available. For more information, please call 800/443-9441 or contact us via email at <sales@blackbaud.com>.

Blackbaud, Inc.
4401 Belle Oaks Drive
Charleston, SC 29405-8530

FUNDRAISING

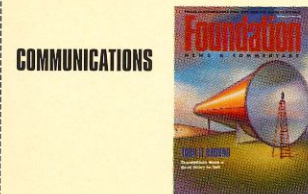
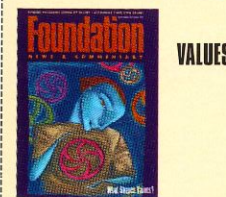
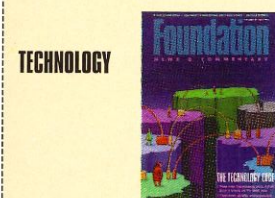
MURDER FOR FUN AND PROFIT! Mystery Party Kits for groups of 20 to 80. Perfect fundraiser (profits to \$3,000) and fun-raiser. Everything you need for a successful event. Mystery, P.O. Box 4052-F, Nooksack, WA 98276. 360/966-4297.

Reprints

For bulk reprints (orders of 100 or more) of articles published in *Foundation News & Commentary*, call Marnee Beck at 202/467-0445.

SPECIAL OFFER ON SPECIAL ISSUES

Complete your special topic collection with this limited offer. Buy just one—or get all three for the price of two. (Circle the issues you want.)



Please complete this form and mail it to:

Special issues, *Foundation News & Commentary*, 1828 L Street, NW, Washington, DC 20036.

Price: \$8 for one issue; \$7 each for two issues; \$14 total for all three issues. Shipping and handling is included.

All orders must be prepaid either by check or credit card.

I am enclosing \$_____ for _____ Special issues of *Foundation News & Commentary*.

Please circle method of payment:

Enclosed check MasterCard Visa

For credit card payments:

Name on card _____

Card number _____

Expiration Date _____

Signature _____

Please mail the magazines I've ordered to:

Name _____

Organization _____

Address _____

City/State/Zip _____

Phone Number _____

Fund Accounting Software

MIP NonProfit Series™ for Windows® and MIP Fund Accounting® for DOS are feature-rich fund accounting systems for the unique needs of nonprofit and governmental organizations. Reports are flexible, easy-to-customize, and FASB/GASB compliant.



Chosen with Confidence since 1982

MIP's 90-day Guarantee covers Support, Maintenance, and Training. Ask about our checklist, reports brochure and system evaluation kit. MIP's 2900+ nonprofits include American Lung Association, American Red Cross, United Way and Easter Seals.

Ask about our 10% Referral and Lease Programs.

FREE DEMO 800-647-3863



Micro Information Products, Inc.
505 E. Huntland Dr., Suite 340
Austin, Texas 78752-3772
800-647-3863, FAX 512-454-1246

Classified Rates

Classified ads are \$1.00 per word. Deadline for the November/December issue is October 18. Ads are taken on a first-come, first-served basis.

Send your ad to:

Foundation News & Commentary,
1828 L Street, NW,
Washington, DC 20036,
Fax: 202/785-3926.

TRACSTAR/pro

Helping Community Foundations
Manage their Growth



Integrated Foundation Management Software Designed by Community Foundations for Community Foundations

TRACSTAR/pro is a fully integrated grant management, donor development, and fund accounting system used by more Community Foundations than any other integrated package.

TRACSTAR/pro:

- ◆ Designed by a consortium of 20 foundations.
- ◆ Backed by a company celebrating 10 years of supporting foundations.
- ◆ 100% of all clients up and running in the program.
- ◆ Includes grant management, donor development, and fund accounting.
- ◆ FASB Compliant.
- ◆ One inclusive price for setup of funds, onsite training, user group meetings.

We'd like to invite you to see TRACSTAR/pro for yourself.
Visit us at the Fall Conference and let us show you how TRACSTAR/pro
can help your Foundation manage its assets.



TRAC

610 Cowper Street
Palo Alto, CA 94301-1807
800.676.5831
fax 1.415.853.1677

Foundation

NEWS & COMMENTARY

**Don't Forget to Subscribe
By November 1 to Get Your
FREE
Grantseeker's Guide to the Web mouse pad!**

Foundation

NEWS & COMMENTARY

Subscribe Today!!